

**2002-2003
FISCAL YEAR
PROPOSED
BUDGET
AND
MULTI-YEAR
CAPITAL PLAN**

MIA MI DADE



MIAMI-DADE COUNTY

Alex Penelas

Mayor

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District 13

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Clerk of the Circuit and County Courts

Steve Shiver

County Manager

Robert A. Ginsburg

County Attorney

David M. Morris, Ph.D.

Budget Director



<http://www.miamidade.gov>

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2002-2003 PROPOSED BUDGET DOCUMENTS**

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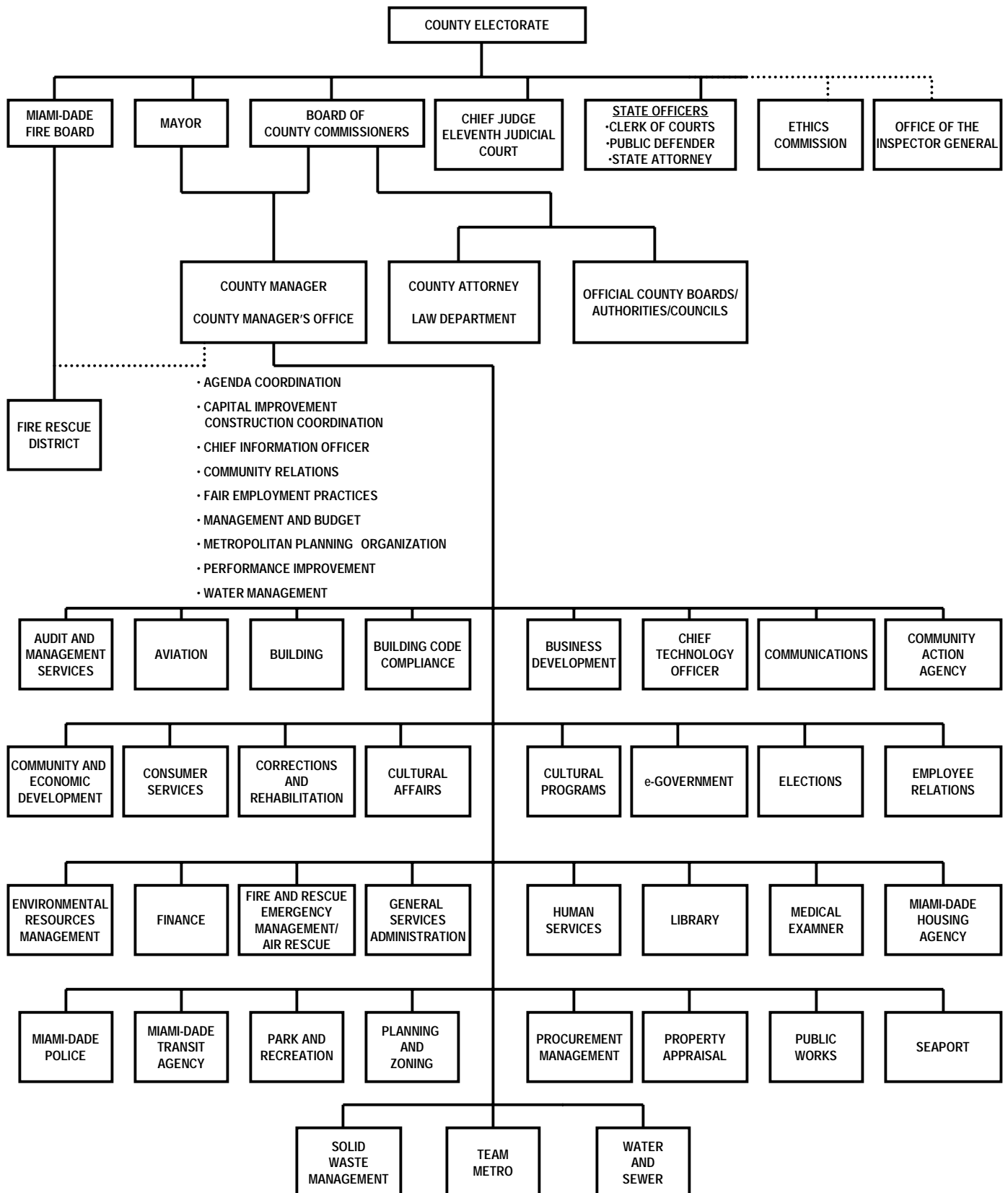
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MIAMI-DADE COUNTY

TABLE OF ORGANIZATION 2002-2003





MIAMI-DADE COUNTY, FLORIDA

STEVE SHIVER
COUNTY MANAGER

May 30, 2002

Honorable Alex Penelas
Mayor

Honorable Chairperson and Members
Board of County Commissioners

Dear Mayor Penelas, Chairperson Margolis, and County Commissioners:

In accordance with the Home Rule Charter and State law, I am pleased to submit the FY 2002-03 Proposed Budget. In keeping with my commitment of simplifying communications, I have changed the format of the Proposed Budget documents this year by combining the narratives for both the operating budget and the capital and multi-year plan into one document. The appendices, including the details of the multi-year capital plan, are included in a companion volume. I have also included additional information for each department regarding prior year funding and expenditures for ease of historical comparison. I believe that these changes have produced a document that is easier to read than the separate volumes provided in previous years.

As I did last year, I have met with each department director to discuss the departmental budgets and related issues. I was impressed again by the professionalism and dedication of our departmental staff and their responses to the difficult budget challenges facing us as we prepared the FY 2002-03 Proposed Budget. This year, I had the opportunity to meet with State Attorney Katherine Fernandez Rundle and Public Defender Bennett Brummer as well as with Clerk Harvey Ruvin and Chief Judge Joseph Farina to discuss their budgetary needs personally.

In order to maximize opportunities to receive policy direction and priorities from the Board of County Commissioners (BCC) prior to formalizing our budget, we have worked with the Chairs of each Commission Committee to provide budget workshops, as early as in mid-March. We also held a workshop on May 9 with the Commission to discuss our revenue situation and to provide a forum for policy discussion. In addition, I have been meeting with individual Commissioners to discuss their district and countywide priorities as well as Mayor Penelas and his staff to elicit additional priorities. I also directed staff from the Office of Management and Budget to meet with the Community Councils regarding any budget priorities they may be aware of through their involvement as elected Council members. Those priorities have been reported to you for your consideration during the budget development process leading to the public budget hearings in September. I look forward to working with all of you throughout the summer months to discuss the

recommendations in this Proposed Budget. I want to thank each of you for your support and input as this budget was prepared.

As you recall, during the preparation of the FY 2001-02 budget I outlined three principles that gave clear direction to our organization and could be applied to the multitude of priorities that we face as one of the most diverse communities in America. These underlying themes are:

- **People**-Promote customer service, both for external and internal customers;
- **Service**-Operate efficient and effective programs, developing innovative service delivery options to maximize services within limited resources; and
- **Technology**-Seek technological improvements to enhance customer service while reducing costs.

By staying focused on these areas that are the essential elements of a successful business, we have improved, and will continue to do so.

BUDGET CHALLENGES AND A RESPONSIBLE BUDGET

As I reported most recently on May 8, and as discussed with the Board at the May 9 Budget Workshop, the effects of the economic downturn and the events of September 11 have resulted in lower revenues and additional security costs that were much higher than the budgeted amounts in FY 2001-02. These unforeseen circumstances have resulted in a Countywide General Fund carryover significantly lower than in previous years and is projected to be \$7.828 million for FY 2002-03. The following table illustrates budgeted and actual carryover for the Countywide and UMSA General Funds for the past five years, as well as the projection for FY 2002-03.

	COUNTYWIDE GENERAL FUND BUDGETED CARRYOVER	COUNTYWIDE GENERAL FUND ACTUAL CARRYOVER	DIFFERENCE	UNINCORPORATED MUNICIPAL SERVICE AREA GENERAL FUND BUDGETED CARRYOVER	UNINCORPORATED MUNICIPAL SERVICE AREA GENERAL FUND ACTUAL CARRYOVER	DIFFERENCE
FY 1997-98	\$14,703	\$17,190	\$2,487	\$21,480	\$25,150	\$3,670
FY 1998-99	\$32,409	\$50,337	\$17,928	\$22,092	\$26,884	\$4,792
FY 1999-00	\$56,002	\$66,446	\$10,444	\$34,394	\$31,782	(\$2,612)
FY 2000-01	\$62,094	\$66,539	\$4,445	\$27,872	\$25,796	(\$2,076)
FY 2001-02	\$56,900	\$41,057	(\$15,843)	\$20,796	\$20,428	(\$368)
FY 2002-03	\$7,828	N/A	N/A	\$22,871	N/A	N/A

Dollars in thousands

Carryover and how we manage it are two areas of particular concern to rating agencies as they assess our overall financial strength. We have historically enjoyed favorable credit ratings and, to maintain the County's credit strength, we must act to bring the carryover back to historic levels. This year we have recommended a prudent course of action for shoring up our financial position, including recommendations to fund on-going expenditures without resorting to limited term revenues (carryover or reserves) and provided for maintaining reserves at prudent levels. These recommendations, coupled with the expected strengthening of the economy and normal growth in

revenues, will begin the process of achieving historic levels of carryover. We anticipate that by the end of FY 2002-03, the carryover levels will have increased, and expect historic levels to be reached again by FY 2004-05.

In light of the financial uncertainty we faced as a result of September 11, I began working with my Assistant County Managers and our Department Directors as early as last October to reduce costs. We were able to identify several ways of achieving the desired savings, including deferring planned program expansions, slowing hiring, and eliminating all discretionary costs. In January, I imposed a savings plan, which is expected to produce \$31 million in savings in our tax-supported funds. At the beginning of May, I took additional action by implementing a hiring freeze for all discretionary positions, minimizing travel expenses and accelerating the implementation of operational efficiencies identified through the FY 2002-03 budget process. We are hopeful that these actions will result in additional carryover that can be included in our revenue projections before the September budget hearings. In addition to these actions, I have looked carefully at other options to reduce costs. As we face potential adverse impacts on services that we provide the taxpayers of Miami-Dade County, we must also look at every option that will allow us to reduce expenses while minimizing the impact on our services. In other words, we must assess our internal business operations and administration, and I am committed to maximizing the savings that can be achieved through administrative efficiencies in order to maintain current service levels as much as possible.

While it troubles me to suggest it, one area I reviewed is the September, 2002, cost-of-living adjustment (COLA). Although there is no option regarding the COLA for employees covered under collective bargaining agreements, we do have the ability to adjust it for exempt employees. We must recognize, however, that not all exempt employees are executives, and salary levels vary depending upon position. I want to stress that every employee of Miami-Dade County is extremely valuable to our organization. I am truly blessed to be able to work with the finest professionals in the business of government administration; however, we are facing a very challenging fiscal year. Maintaining our financial stability and being able to continue to provide adequate levels of service during these challenging times means we must all make sacrifices and starting at more senior levels of the organization exemplifies our ultimate commitment to prudent management. Therefore, I am directing that the COLA be paid to all executive level employees earning less than \$75,000, and that it be phased out uniformly for executive level employees earning between \$75,000 and \$100,000. All executive level employees earning more than \$100,000 will not receive any COLA. In an effort to minimize the impact on employee morale and to reward those employees who strive to excel, executive level employees will continue to be eligible for merit increases depending on their performance. However, for executive level employees earning more than \$75,000, I am directing that merit increases also be graduated downward from current levels to no more than three percent for executive level employees earning \$100,000 or more unless there has been exceptional performance beyond expected levels and, in those cases, approval must be obtained from my office. These changes should save approximately \$2 million overall of which \$850,000 will be in the Countywide General Fund and \$350,000 in the Unincorporated Area Budget.

As I have previously discussed with you, it is my intention at all times to provide a responsible budget that achieves several goals:

- A responsible budget is realistic and quite simple. It matches service levels and programs with revenues. We must not rely on limited term revenues to fund on-going services or programs. FY 2002-03 will be an austere year. Even with the savings achieved during the current year, it is not possible to maintain all existing service levels and address contractual and mandated program adjustments within existing millage rates. Again, in keeping with my pledge to gain efficiencies internally before recommending service level reductions, "back-office" operations and departmental organizational structures have been reviewed for streamlining and coordination to reduce costs. I want to assure you that as we analyzed these organizational modifications, particular emphasis was placed on maintaining the necessary administrative controls and checks and balances. That review will continue throughout the summer to maximize savings that can be used to maintain services and address priority needs.
- A responsible budget addresses, as much as possible, the countywide and individual district priorities identified by the Mayor and the members of the BCC. While revenue limitations inhibit our ability to address new priorities, we have made every attempt to incorporate as many as possible into the Proposed Budget. For example, funding is included in the Proposed Budget for 31 park projects, including improvements at the African Heritage Cultural Arts Center, Amelia Earhart Park, Chapman Field, Crandon Park, Deerwood Park, Greynolds Park, Kendall Soccer Park, Leisure Park, Perrine Park, Royale Green Park, Soar Park, Southridge Park, Tamiami Park, Three Lakes Park, Trail Glades Range, and Tropical Park. The priority service improvements included in the FY 2002-03 Budget in September will be included in the FY 2002-03 Final Business Plan and Adopted Budget that will be submitted in the fall. It will include, wherever possible, specific timelines for implementation of priority projects.
- A responsible budget provides for those programs and services previously committed to by contractual or mandated obligations. This Proposed Budget includes required funding to meet the State-mandated maintenance of effort requirements for the Public Health Trust of \$100.768 million and tax support for Transit at \$120.111 million. It also provides funding for the cost-of-living adjustment called for in the collective bargaining agreements representing \$47 million for the property tax-supported funds, as well as the costs associated with the Living Wage Ordinance mandated by Board action totaling over \$9 million for the property tax-supported funds, including \$1.6 million for Parks and \$5.9 million for Transit. A funding level of \$16.6 million is also included for the separation costs associated with the Deferred Retirement Option Program (DROP) under which employees who entered the program when it began in July, 1998, must leave County service by June 30, 2003. In addition, through a combination of carryover funds and a recommended appropriation of \$1 million, we will meet all cash flow requirements from the Corps of Engineers for beach renourishment projects and

the Miami River Dredging Project. The budget benefits from a reduction in the State-mandated retirement contribution that overall, represents a savings of approximately \$30 million, including \$23 million in the property tax-supported funds.

- A responsible budget maintains the necessary reserves to ensure financial stability for

	TOTAL AVAILABLE RESERVES
FY 1997-98	\$21,797
FY 1998-99	\$20,891
FY 1999-00	\$19,423
FY 2000-01	\$21,923
FY 2001-02	\$17,206
FY 2002-03	\$22,557
Includes Reserves for Contingency, State and Federal Cuts, Criminal Justice Programs, Energy Costs, Separation, etc. Dollars in thousands	

rating agency review as well as those unforeseen circumstances exemplified by the events of September 11. As the accompanying chart shows, for several years, reserves that are needed to address revenue shortfalls or emergency service needs through the year have been reduced to fund on-going programs and services. The reduction in reserves has added to the current year's challenge of

maintaining services in light of reduced revenues, and exacerbated the FY 2002-03 carryover reductions. The Proposed Budget increases funding for major reserves, including those for: Contingency--\$5.9 million, an increase of \$500,000; and State and Federal Cuts--\$2 million. As requested by the Board, the Proposed Budget includes a Reserve for In-Kind Programs, which I am recommending at \$1 million.

- A responsible budget provides for necessary maintenance of assets. Historically, one of the first items reduced to balance the budget is preventive maintenance. To some extent that cannot be avoided because of the demands for on-going services. For example, the Proposed Budget for Parks and Public Works increases response time to make repairs to facilities, signs, etc. However, when taken to an extreme, the long-term costs of deferred maintenance can be more than the cost of a preventive maintenance program. For example, repairs to the Richmond radio facility near Metrozoo have been ignored to the point that the building is now condemned, and it will require approximately \$5 million to replace. Funds to begin that replacement are included in the FY 2002-03 Proposed Budget. The General Services Administration has identified over \$53 million in necessary facility repairs throughout County buildings. While proprietary agencies generally are able to identify funding for depreciation or revenue-based replacement funds, revenue constraints have limited such funding for property tax-supported facilities and equipment. In that light, I am directing that, as a long range goal, carryover funds not be used for general operating expenses but rather be transferred to the Capital Outlay Reserve Fund (CORF) for necessary capital projects to maintain and replace County assets or to our self-insurance funds to address other unfunded liabilities. In the Proposed Budget, that goal is achieved with over 100 percent of the value of the Countywide General Fund carryover and the Unincorporated Municipal Service Area (UMSA) General Fund carryover being transferred to CORF. Also, the Proposed Budget includes

recommendations to change the way maintenance is done so that costs are reduced thereby increasing service within the limited funds available. For example, a managed competition is recommended for maintaining Human Service facilities with the goal of reducing costs for emergency repairs and incorporating a preventive maintenance program. Also, funds are recommended for a scheduled replacement of obsolete equipment for the Medical Examiner's Office. Along the same lines, the reserve Air Rescue helicopter is 19 years old and is reaching the end of its effective life for Air Rescue service. I have directed staff to review options for replacing it before it becomes too dangerous to fly and impinges upon our ability to provide service. It may be possible to effectively cover the net cost of financing a new helicopter, approximately \$5 million, through savings in the costs of maintenance and insurance. We will report back to you as soon as possible in this regard.

- Most importantly, a responsible budget is achievable. The services promised in a responsible budget are delivered. In the past, we have often been overly optimistic regarding service levels and capital projects that can be achieved in a single fiscal year. I have often heard many of you mention previous year budget allocations for projects that have not been completed or in some cases never started. Department Directors have been instructed to review their capital project budgets on a continual basis with the goal of developing a project schedule that can, and will, be achieved within the stated timeframes, and we will report progress to you regularly. Similarly, all operating programs have been reviewed to assure that the promised service levels can be realized within FY 2002-03. In general, budgeted attrition levels have been set so that all positions are funded only to the extent to which they are expected to be filled. Thus, vacant positions that are to be filled in FY 2002-03 have been funded, as a rule, for only a portion of the fiscal year, depending on anticipated hiring schedules.
- A responsible budget includes accountability and provides measurable objectives so that achievements can be tracked. On February 11, 2002, we provided you with a detailed report outlining the status of over 269 projects and programs included in the FY 2001-02 budget. That report will be updated in June and a final report submitted at the end of the fiscal year. We will provide similar information in FY 2002-03.

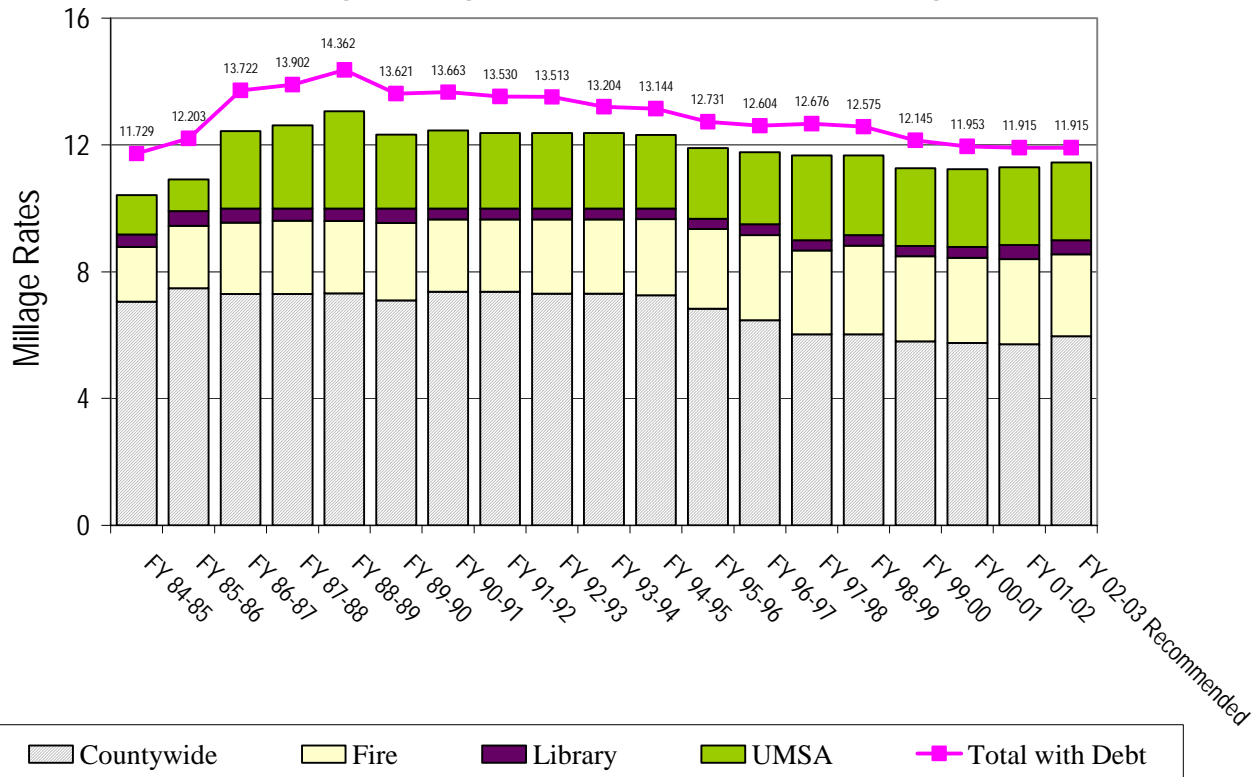
MILLAGE RATES

During the budget workshops, the Board provided policy direction on two major points. First, there was real concern regarding any service level adjustments; second was the desire not to increase millage rates. As noted above, it is not possible to maintain all service levels without an overall millage increase. However, in light of the comments from the Board, the Proposed Budget attempts to minimize service reductions while maintaining the total combined County millage rate at the same level as in FY 2001-02.

In the current year, the total County millage rate is 11.915 mills. That total is made up of the millage rates for the Countywide General Fund (5.713 mills), UMSA General Fund (2.447 mills), Fire Rescue District (2.683 mills), Library System (.451 mills), Fire Rescue Debt Service (.069

mills), and Countywide Debt Service (.552 mills). The total millage rate is the lowest since FY 1984-85, as illustrated in the following graph.

Countywide, Fire Rescue District, Library, and UMSA Operating Millages and Voted Debt Millages



The County has been fortunate that property assessments continue to grow. The Proposed Budget assumes that the countywide tax roll will grow to \$114 billion, an increase of 8.2 percent. This growth is in line with the growth last year, which was 8.6 percent. For owners of property with a homestead exemption and subject to the provisions of Amendment 10 to the Florida Constitution, the growth in the taxable value of their property is limited to 1.6 percent (the rate of inflation) compared to a growth rate of three percent in FY 2001-02.

Even with this growth in the tax roll, maintaining the total millage rate is not without trade-offs. To do so requires choices to be made balancing service delivery, support of community-based organizations (CBOs), and necessary levels of internal operations and reserves against available revenues.

COUNTYWIDE BUDGET

The Countywide budget was most affected by the economy and the events of September 11. Carryover, which was budgeted at \$56.9 million, was actually \$41.1 million, which represents a \$15.8 million shortfall. For FY 2002-03, the projected carryover is only \$7.8 million, or a \$49.1 million reduction from the FY 2001-02 budgeted levels. Despite the increase in Countywide sales tax receipts of \$8.6 million, because of the retirement of sales tax-backed debt, the revenue estimate is approximately \$2.1 million less than we projected in 2001 as part of our long range forecasting. Finally, as a result of the two percentage point reduction in interest rates since last June, interest earnings are \$6.3 million lower than the amount budgeted in the current year.

At the current millage rate of 5.713 mills, Countywide General Fund revenues would total \$886.1 million, compared to \$883.6 million in the current year, an increase of only \$2.5 million. Consequently, the effects on service levels without additional revenues would be devastating. This fiscal challenge has prompted us to recommend all options for increasing revenue.

We have discussed with the Board several times that, by holding the Countywide debt service millage at the current level of 0.552 mills, it would be possible to develop a General Obligation Bond (GOB) Program that would provide a construction program of approximately \$1.5 billion in present value. However, after considering the effect on services if no millage adjustment is provided, we have concluded that it is more important at this time to maintain existing, necessary services.

Therefore, it is recommended that the Countywide debt service millage rate be reduced to the minimum necessary to meet the debt service obligations for the outstanding bonds for the Decade of Progress Bond Program, the Criminal Justice Bond Program, and the Safe Neighborhood Parks Bond Program (0.390 mills) and that the difference of 0.162 mills be added to the Countywide millage rate. Furthermore, as discussed below, the combined Fire Rescue District operating and debt millage rates can be reduced by a net of 0.091 mills, which is also recommended to be added to the Countywide millage rate. Overall, therefore, it is recommended that the Countywide millage rate be set at 5.966 mills. Thus, while the total of all operating and debt service millage rates (11.915 mills) levied by the County is not recommended to change, the shift of millage to the Countywide General Fund will raise an additional \$27.4 million for critical Countywide services.

As discussed last year, proceeds from the anticipated transit-related lease/lease back transaction continues to be delayed. Since the transaction was first considered and included in the budget, changes in federal laws and income tax rates have made it difficult to close. The value of the transaction has been affected also by the changes in the economy and the reduction in interest rates. However, the first phase, anticipated to raise \$15 million, is expected to close in June. The second phase is not expected to close until sometime next year. As a result, to maintain the capital projects planned for those funds (\$15 million), it is recommended that interim financing be

arranged. The financing will be paid through the Capital Outlay Reserve until the lease/leaseback transaction closes, at which time it will be retired.

Program improvements are limited generally to mandated requirements and operation of new facilities. However, in many cases, service levels continue above levels in prior years. New and maintained programs include:

- full year operation of park projects opened in the current year, including the Farm Village Schoolhouse, skate park, and the September 11 Tree Memorial Walkway in Amelia Earhart Park; herb garden at Redland Fruit and Spice Park; and the equestrian center at Tropical Park (\$391,000);
- phased-in operation of new park projects expected to be completed in FY 2002-03, including soccer complexes at Amelia Earhart Park and Tropical Park; lighting at the Tamiami Park roller hockey rink; and a music hall addition at African Heritage Cultural Arts Center (\$386,000);
- operation of the Aviary at Metrozoo (\$130,000);
- continued support to the Miami Art Museum, Historical Museum of Southern Florida, and the Museum of Science at current year levels, adjusted for the savings plan savings incorporated in FY 2002-03. (The Museum of Science has requested that its allocation be increased by \$400,000 to avoid service adjustments. That additional funding is not recommended at this time. However, County staff will continue to work with the Museum over the summer to determine if any options are available.) Additional funding requested by the Cultural Affairs Council of \$1.25 million (part of a four-year plan to increase cultural support funding by \$5 million) is not provided. (\$770,000 general fund and \$2.975 million from programmed Convention Development Tax receipts);
- opening of the Palmetto Metrorail Station (\$2.7 million);
- full support for the touch screen election system, including training and availability of lap top computers to verify voter registration at precincts (\$1 million);
- providing an absentee ballot site in each Commission District (\$90,000)
- continuation of the extension of the Head Start year to 175 days from 170 days (a five-day extension costs \$950,000);
- continuing to match federal funding for the Empowerment Zone (\$1.28 million Countywide General Fund, \$980,000 UMSA funds, and \$4 million proprietary funds);
- full year operation of the West Dade Adult Day Care Center, which opened in the current year, and opening of the Inn Transition South victims housing facility and of North Dade Domestic Violence Center (\$2.3 million);
- continuation of the New Beginnings Anti-Prostitution Program (\$300,000);
- continuation of the Guardrail Construction Program at current year levels (\$435,000);
- given the emphasis we have placed on beautification, we have consulted a professional arborist to recommend adequate service levels to maximize our maintenance cycles along rights-of-way. We have fully funded this recommendation at

- 16 cycles per year for median maintenance and Metrorail rights-of-way and at 12 cycles per year for roadside mowing;
- continuing \$6 million allocation (approximately 2,000 childcare slots) to Childcare Purchasing Pool to induce state matching funds above level of normal state childcare funding; and
- increasing support to the Public Defender's Office to reduce the number of conflict cases by funding an additional ten attorneys, increasing County-funded public defenders to 77 attorneys.

Attachment I to this message provides a detailed listing of services included in the Proposed Budget.

The safety programs, begun last year, using funds available from the Liability Trust Fund will generally continue to the extent that carryover funds are available. For example, the repair of electrical hazards of light poles and fixtures at parks will continue and is anticipated to be completed in FY 2003-04. We have recommended funding of \$650,000 to continue Public Works safety-related operations in the areas of road-shoulder maintenance and traffic signal and sign maintenance and repairs. Carryover funding for school flashing lights as well as for the Public Works streetlight maintenance program will be reviewed over the summer, and a recommendation will be provided before the budget hearings in September.

As noted above, security costs resulting from the September 11 attacks were a totally unexpected cost in the current year's budget. We estimate that the additional costs of security to the County as a whole through September 30, 2002, will be \$26.2 million. Of that amount, \$8.6 million are costs to the property tax-supported funds and \$17.6 million are costs to proprietary operations, including the Airport and Seaport. The security programs will continue into FY 2002-03. In addition, the Federal Government has indicated an extreme interest in providing monies to local jurisdictions for various security issues. Traditionally, when we think of security we think of physical assets or securing buildings. Unfortunately, the events of September 11 have shown that we are vulnerable on many other fronts as well. From protecting our water supply to securing the vast amounts of critical data in our computer networks, we must be prepared. Given the wide array of needs we have in this arena, preparedness means adequate coordination among all our County agencies. It is our recommendation that Homeland Security functions be incorporated into the Office of Emergency Management (OEM). Recognizing the need to hold the line as much as possible on position growth and the fact that our in house expertise is significant, we have worked with our public safety departments as well as WASD and the CIO to provide support for this function. We will continue to formalize this relationship over the summer and report any changes prior to formal adoption of the budget.

The FY 2002-03 Proposed Budget continues to defer many of the service improvements planned for FY 2001-02. In addition, the Proposed Budget includes certain program contractions, most of which have been instituted in the current year as part of the departmental savings plans. These deferrals and contractions include:

- not implementing the planned expansion of transit service (\$2.4 million); in addition the OMNI and Brickell bus service will be truncated and passengers transferred to Metromover, (\$2.8 million);
- not implementing the planned reduction of the home care waiting list thereby maintaining FY 2000-01 service levels (\$90,000);
- not implementing the planned expansion of morgue operations to improve services to families of the deceased; instead of being open until 9:00 p.m., the morgue will continue to close at 5:00 p.m. (\$68,000);
- reducing maintenance at Countywide parks facilities; trash receptacles at beaches will be emptied once a day instead of twice a day on low use days (\$447,000);
- reducing life guarded beach areas at Crandon and Haulover Parks during fall and winter weekdays in low use sections of the beach to reflect beach usage (\$275,000);
- limitation of tree planting along rights-of-way to replacement trees only (\$200,000); however, we are requesting State approval to plant trees along the rights-of-way using State Tree Canopy grant funds; and
- increased response time for repair and maintenance of traffic signals, signs, and roads (\$912,000).

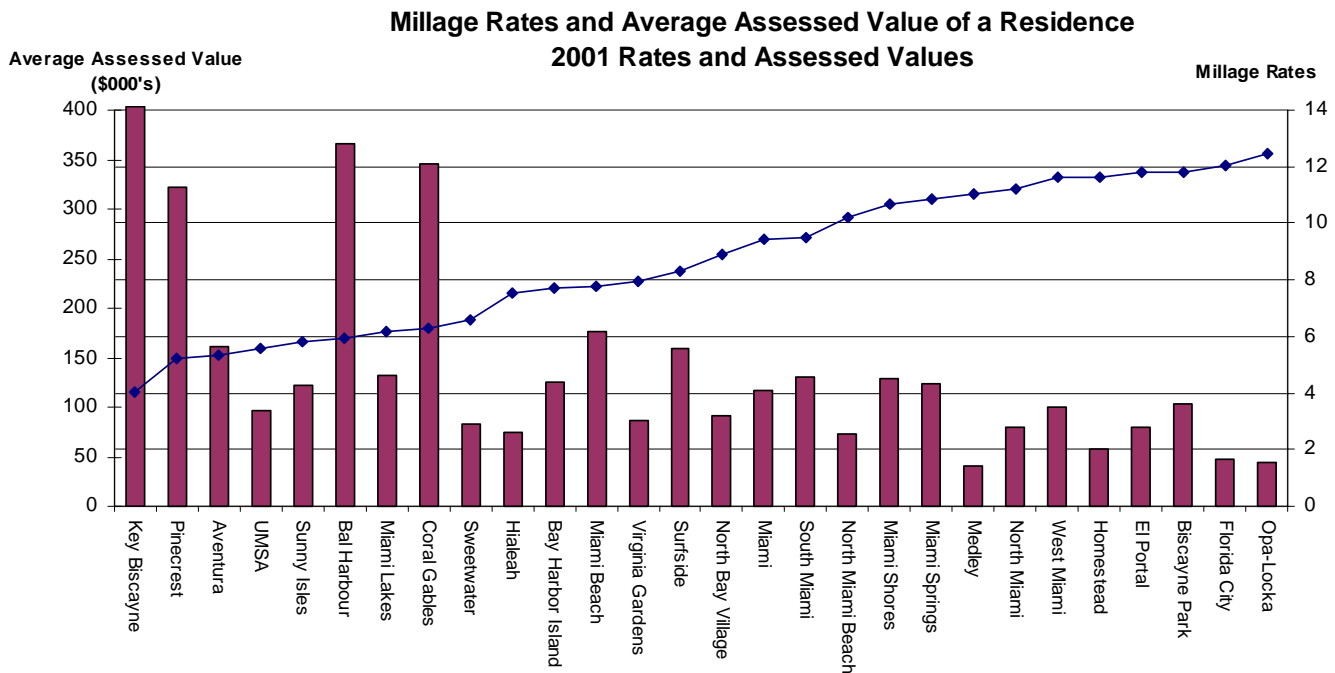
UNINCORPORATED MUNICIPAL SERVICE AREA (UMSA) BUDGET

The County provides municipal-type services in the unincorporated area of the County. Those services are funded through a combination of shared state revenues, utility and communications taxes, franchise fees, fees and charges, and miscellaneous revenues, including carryover.

Also, the County Commission is permitted to levy a property tax in the unincorporated area to help fund those services. In accordance with State law, that property tax is subject to a 10-mill cap and, a separate budget is prepared for the unincorporated area general fund. The unincorporated area of the County is referred to as the Unincorporated Municipal Service Area (UMSA).

The effect of the economy and the events of September 11 were of less impact on the current year's UMSA General Fund than on the Countywide General Fund. Carryover was in line with the budgeted figure, as are projected franchise fees and utility taxes. State revenue sharing is guaranteed, although an adjustment related to the replacement of intangible tax funding with sales taxes in the State's Revenue Sharing Trust Fund will affect FY 2002-03 funding levels.

While the UMSA millage rate of 2.447 mills is extremely low when compared to municipal rates within the County, to stay within the current total millage rate, it is recommended that the UMSA rate be maintained at the current level. The millage rate in the unincorporated area continues to be one of the lowest in the County for municipal services, especially when compared to the average assessed value of a residence, as evidenced by the accompanying graph.



* Excludes Indian Creek and Golden Beach whose average assessed values are too high to fit on chart (\$5.0 million and \$931,000 respectively).

The ability to provide the level of services the County does with such a low millage rate is partially explained by the economies of scale, resulting from the sharing of administrative costs across the entirety of County operations, including proprietary departments and special districts, as well as the Countywide and unincorporated area general funds. It is also a testament to the efficiency of County government.

As is the case in the Countywide General Fund, certain planned current year service increases have been deferred, and generally are not recommended for next year. At the current UMSA millage level, some additional service reductions will be required. However, several service improvements are included in the Proposed Budget. Budget highlights include:

- continued overtime funding for Police special investigation programs and community policing initiatives; the programs include Robbery Intervention Detail (RID), Tactical Narcotics Team (TNT), DUI checkpoints, SHOCAP, Tourist Robbery Abatement Program (TRAP), career criminal enforcement, gang enforcement, warrant sweeps, district hot spot enforcement, environmental crimes, special holiday enforcement, probation and parole program, and firearms enforcement activities; the funding level is the same as in FY 2000-01 (\$7.45 million, a reduction of \$1 million from the FY 2001-02 level);
- continued hiring new police officers, 200 of which can be accommodated annually in our training programs. The continued hiring of officers is critical in light of the number of sworn police personnel who are in the State Retirement System's Deferred Retirement Option Program (DROP). Employees who entered the DROP when it

began in 1998 are required to leave County service by June 30, 2003. It is anticipated that approximately 200 police personnel are among the 645 employees who will be leaving by that date;

- replacement of 345 police vehicles (\$7.5 million), a reduction of 115 vehicles from requested levels (\$2.5 million); vehicle replacement will be prioritized in accordance with repair history and vehicle condition;
- increased response time for repair and maintenance of local roads (\$424,000);
- deferral of enhancements that would have filled 38 positions for Team Metro customer service and community outreach services (\$1.525 million);
- five percent reduction in grounds maintenance in neighborhood parks (\$254,000) and five-percent reduction in departmental funding for repairs and facility maintenance in neighborhood parks (\$183,000);
- matching opening of seasonal pools to school summer recess dates instead of Memorial Day to Labor Day (\$111,000);
- full year funding for park projects completed in the current year, including Cloverleaf Park, Devonaire Park, Forest Lakes Park basketball court, Gwen Cherry Park football field, International Gardens Park, Lago Mar Park, Leisure Lake Park, Melrose Elementary basketball court, Miami West Park, Miller's Pond Park soccer field, Modello Park ballfield, Myrtle Grove Park, Naranja Park, Oak Grove Park, Ruben Dario Park soccer field, and West Little River Park football field; soccer field and basketball courts at Kendall Indian Hammocks Park (\$601,000);
- phase-in funding for the operation of soccer complexes at Deerwood Park, Kendall Soccer Park, and Royale Green Park; and phase in funding for the operation of soccer complexes at Deerwood Park, Kendall Soccer Park, Royale Green Park, and Three Lakes Park; recreation centers at Cutler Ridge Park and Soar Park; playground at Deerwood Park; tennis center at Perrine Park; access control at Snapper Creek Park; and field house at Southridge Park (\$793,000)
- expansion of unsafe structure and crack house demolition programs (\$1.65 million, an increase of 220 percent).

On January 29, the Board approved the district allocations for Phase II of the Quality Neighborhoods Improvement Program (QNIP). Phase II of the QNIP includes \$60 million for the following:

- sidewalks (\$11.765 million);
- local and major drainage improvements (\$12.335 million);
- road resurfacing (\$12.525 million);
- park improvements (\$18.370 million); and
- a training program and contingencies (\$5.005 million).

It also provides supplemental funding for projects included in Phase I and funding for additional priorities within each Commission District. The QNIP will continue into FY 2002-03 with the carryover funding approved in the current year.

LIBRARY SYSTEM

Property taxes provide 81 percent of the Library System revenue. Therefore, it was essentially unaffected by the economic changes that impacted the Countywide General Fund. Therefore, with the continuation of the 0.451 mills approved by the Board in the current year's budget for the Library System, funding will be continued for the planned construction program of ten new branch and eight new mini libraries. In addition to the Concord mini-library now scheduled to open at the beginning of the new fiscal year, two other mini-libraries will open in FY 2002-03: one in Naranja, December, 2002, and one in West Tamiami, June, 2003. In addition, funding is available for books and materials and repairs and renovations at the same level as in the current year (\$5.4 million and \$1.5 million, respectively). Funding is also available to continue the service improvements of increased hours and of the SMART (Science, Math, and Reading Tutoring) Program which was formerly known as the Public Library Assistance to Students in Math and Science (PLASMS) Program. The benefits of additional millage for the Library System, as advocated by Commissioner Martinez and other Board members, is outlined later in this message.

FIRE RESCUE DISTRICT

As in the case of the Library System, the Fire Rescue District revenues, mostly from property taxes and inspection fees, were essentially unaffected by the economic changes. As a result, sufficient funding is available to maintain all services, provide some targeted service expansions, and, reduce the millage rate to 2.582 mills.

Following review by an independent consultant, the Fire Rescue District Board has decided to upgrade the UHF radio system rather than use the 800-megahertz radio system. The sale of the department's 800-megahertz radios to other County departments, the Miami-Dade County Public Schools, and municipalities is expected to raise \$1.5 million. Those funds will be used towards the upgrade of the current UHF system. The replacement of the microwave backbone for Fire Rescue purposes is estimated to cost \$7 million. It is recommended in the Proposed Budget that this cost be financed and \$885,000 is included in the Fire Rescue budget to cover the financing costs. The Chief Information Officer (CIO) is reviewing the design to incorporate this system with the overall upgrade County's telecommunications network. The department will also be able to implement the first of a two-phase project to replace existing radios with new ones (\$675,000), phase-in 12 additional 911 dispatchers (\$125,000 net cost adjusted for anticipated overtime savings), and will be able to deploy for six months a suppression unit in the Westchester area at Station 47 (\$1.4 million). It is recommended that impact fee funding be used to purchase the suppression unit and modify the station to accommodate it as well as provide for improvements to the Computer Aided Dispatch System. Those improvements will assist in the identification of the closest units to an incident, identify any hazardous materials at a fire location, and generally improve response time and capacity of the Fire Rescue System.

The planned sale of the remaining Fire Rescue District bonds to provide funding for construction of a training center will require an increase in the District debt service millage rate to 0.079 mills from the current level of 0.069 mills, a 0.010 mill increase. When the debt service millage is combined

with the Fire Rescue District operating millage, there is an overall millage rate reduction of 0.091 mills for the Fire Rescue District.

FEES AND CHARGES

Proprietary departments and functions depend on fees and charges to fund their operations. In some cases, property tax support is also required, as in the case of the Transit Agency. Departmental fees and charges have been reviewed to assure funds are available to maintain services and provide specific service improvements. In that light, several fee adjustments are recommended in the Proposed Budget.

On April 23, 2002, the Board approved a revision of the Water and Sewer Department's rate structure. Under the rates in the new structure, which becomes effective October 1, the cost of water and sewer services for the average user of 7,500 gallons per month will decline slightly to \$30.09 per month from \$31.07 per month. Overall, the new rate structure will be essentially revenue neutral. As indicated in the Five-Year Financial Plan, projections for FY 2003-04 and beyond indicate that the Water and Sewer Rate Stabilization Fund will be exhausted by FY 2004-05, unless rates are adjusted by FY 2003-04. Staff will be analyzing all options with the intent of making a recommendation on rate adjustments next year.

The cost of transit services continues to increase, as does the demand for new and expanded service. In FY 2002-03, the cost of Special Transportation Service (STS) will increase by \$6.7 million, both as the result of increased ridership (\$2 million) and from the effect of implementing the Living Wage Ordinance for the drivers (\$4.7 million). Even with the service adjustments required by the overall revenue limitations, additional funding must be made available to maintain the remaining service. One option is to re-impose the two cents of local option gas tax, which would be shared with the municipalities. The County's share (\$9.626 million in FY 2002-03 and \$12.834 million on an annual basis) would provide funding to continue existing services and to implement certain service improvements deferred from this year. However, State law requires that the additional tax be levied by July 1 to be effective on January 1, 2003. In light of these timing constraints, as well as previous Board policy regarding the gas tax, the two cent increase, while necessary and justified, is not realistic to budget. Another option is voter approval of a Transit Sales Tax of up to one percent. Although this option would provide full funding for existing services and provide support for capital and service expansions, it depends on voter approval. Therefore, it would not be prudent to base the budget on its approval.

We are left with few options. Transit fares have not increased since 1991, and we now are below the national average for major transit systems. To help balance the transit budget a fare increase of 25 cents to \$1.50 for rail service is recommended. Because parking charges were increased in the current year, no additional adjustment is recommended at this time. No fare increases are recommended for Metromover, Metrobus, or transfers. This fare increase will be implemented by November 1, and will raise \$710,000 in FY 2002-03 and \$776,000 on an annual basis thereafter.

Public Works permitting fees are recommended to increase by 14 percent on October 1, 2002. The additional revenue (\$752,000) will allow for the maintenance of current service levels. In addition, platting fees are recommended to increase by 20 percent (\$221,000). Along with the increase in platting fees is a recommendation to allow platting applications to be in effect for a full year before an application renewal is required.

It is also recommended that the Department of Environmental Resources Management (DERM) operating fees be increased by 15 percent on October 1, 2002, (\$1.44 million) and another 15 percent (\$1.656 million) on October 1, 2003, to recover all costs associated with operations. DERM is working with the building industry to explain the need for this change and to reach consensus prior to the budget hearings in September.

The Building Department has initiated a fee review to assure that fees are fairly charged for the services rendered. That review will include the fees for the Certificate of Use, which is now issued by the Planning and Zoning Department. Recommendations regarding Building fee changes will be made to the Board once the study is completed, which is not expected until late summer or early fall.

As is normal, contractually approved increases in solid waste disposal charges are included in the Proposed Budget. As the result of the citrus canker quarantine, the Solid Waste Management Department Mulching Program has been suspended, and there has been an increase in the use of Trash and Recycling Centers by landscapers. The Proposed Budget recommends the phasing-in of a per load fee for such use. The fee will be based on vehicle weight and will range from \$6 to \$38 in FY 2002-03 (\$1.1 million). Current projections indicate that the solid waste collection rate stabilization fund will be exhausted by the end of FY 2002-03. To minimize the need for rate adjustments to the household collection fee, the Solid Waste Management Department is implementing revised collection methods utilizing trucks that automate the collection process, thereby reducing personnel requirements and costs. The revised collection method will be phased-in to coordinate the service changes with normal attrition rates, thereby minimizing the effect on existing employees. Once fully operational, this collection method will save \$10 million per year. Even with such efficiencies and other budgetary adjustments, the household solid waste collection fee, which is at the same level as it was in 1991, will need to be adjusted in the future to fully cover costs. While no change is recommended for the household solid waste collection fee, which will remain at \$349 per year, staff will be considering options for service and fee adjustments in FY 2003-04. The various options will be analyzed over the next several months, and a recommendation updating the Solid Waste Strategic Plan will be presented to the Board early in 2003.

Also included in the Proposed Budget are contractually approved Seaport wharfage and dockage fees. Late in May, we were informed by one of our cruise lines that a cruise ship expected to provide 41 port calls was not going to be deployed to the Port of Miami. This change could reduce Seaport revenues by \$1.5 million. Seaport staff is actively seeking additional cruise and cargo business to replace the lost revenue. We will report on this issue before the budget hearings in

September, and, if necessary, include recommendations for adjustments to the Seaport proposed budget.

Recommendations are made for miscellaneous increases in park and recreation fees, greens fees, and camp fees. The Metrozoo Advisory Committee has recommended an increase in the admission charge (to \$11.27 from \$8.95 for adults and to \$6.57 from \$4.75 for children) to provide funding to maintain current operations and operate the Aviary.

The Chief Information Officer (CIO) worked with the Chief Technology Officer (CTO), the e-Government Department, and the Office of Management and Budget (OMB) to develop the budgets for CTO and e-Government based on deliverables rather than line items. As a result, charges were aligned with services resulting in a change to the charges for telephone service. The cost of individual lines is recommended to be standardized at \$22.23 per line and the cost of telephone maintenance is reduced to \$8.30 from \$14.50 per instrument. Also, the CIO Office, Metronet, and Geographic Information Systems costs will be offset by a charge to all County agencies of 0.28 percent of the operating budgets.

In a similar procedure, it is recommended that the cost of the capital-related activities (including architect and engineer selection) of Business Development, Capital Improvement Construction Coordination, Procurement, and OMB be covered through a charge against the projects in the capital budget. The charge will be computed as a 0.44 percent allocation against each department's projects in the capital budget. That dollar amount will be charged to departmental capital activities, adjusted as necessary, depending on actual construction.

COMMUNITY-BASED ORGANIZATIONS (CBOs)

Over the past four years, funding for CBOs has increased from \$11.814 million in FY 1997-98 to \$42 million in FY 2001-02. Of that increase, \$24.813 million is the result of allocations outside of an approved competitive process such as those through the Alliance for Human Services and the Cultural Affairs Council. It is not unusual for the agencies funded through this method not to participate in the competitive process and return for extraordinary funding on an annual basis. Often, the allocations have been made by reducing reserves that otherwise would be available to provide relief for one-time emergencies during the course of a fiscal year or that would be available as carryover into the new year. As noted above, reserve levels have dropped to \$17.2 million from \$21.8 million in FY 1997-98. This trend cannot continue. We have reviewed grants to agencies that have occurred outside the competitive process. The Proposed Budget recommends that, unless the agency has been funded for at least two consecutive years, that no funding be provided. The savings (\$8.386 million) in those allocations have made it possible to increase reserves to prudent levels and avoid further cuts in services.

Funding at current year levels is recommended for the Alliance for Human Services Program (\$11.661 million) and for general fund support for Cultural Affairs grants programs (\$5.319 million). The Cultural Affairs grant programs are also supported by the Tourist Development Tax (TDT). As a result of the economy and the events of September 11, the TDT, as well as the other tourist

taxes, is lower than in FY 2000-01. In fact, we are projecting current year TDT receipts to be 16 percent below last year's levels and receipts next year to be six percent lower than in FY 2000-01. Consequently, overall the Cultural Affairs grant programs will be funded at a lower level than in the current year. Funding for the Youth Crime Task Force is recommended at \$2 million, a reduction from the \$3 million originally recommended last fiscal year. Funding for meals programs and elderly programs are recommended at \$650,000 each. It is recommended that unspent funds allocated to the Life Support Initiatives Program be carried over for that program. No funding is recommended for the Project Fresh Start Reserve, as those funds were re-allocated to the Life Support Initiatives Program.

The Proposed Budget includes funding for agencies that have received funding outside the competitive process for the last two years. Unless precluded by a contractual agreement, funding is recommended at the FY 2000-01 level. Such groups include:

- chambers of commerce (\$686,000);
- AFRICANDO (\$150,000; includes \$50,000 from Seaport promotional funds);
- No More Stray Bullets (\$20,000);
- the Children's Services Council (\$242,000);
- Victims Services (\$200,000);
- JESCA (\$200,000);
- the Martin Luther King Parades (\$45,000);
- the Arabian Knights Festival (\$27,000 in-kind);
- South Florida AIDS Advocacy Program through the Dade Community Foundation (\$200,000);
- the Greater Bethel AME (\$100,000) and MOVERS (\$100,000) AIDS programs;
- Alternative Program (\$400,000);
- At Risk Jobs Program (\$100,000);
- CAMACOL (\$375,000; includes \$125,000 from Seaport promotional funds);
- Caribbean Trade Initiatives (\$75,000);
- Legal Services of Greater Miami (\$50,000);
- Miami Children's Museum (\$200,000);
- Fairchild Tropical Garden (\$378,000);
- Youth Cooperative (\$200,000);
- Labor Day Music Festival (\$100,000);
- Haitian-American Community Association (\$150,000);
- Deaf Services Bureau (\$100,000);
- SALUD Miami! Marketing (\$100,000);
- Nicaraguan Fraternity (\$60,000);
- Haitian Community Outreach (\$50,000);
- Haitian-American Scholarships (\$50,000);
- Mental Health Association (\$50,000);

- Alliance for Aging (\$110,000); and
- Inter-American Conference of Mayors (\$130,000; includes \$65,000 from Seaport promotional funds).

In addition, pursuant to contract, \$1.5 million is recommended for the Miami-Dade 2000 Program with the Beacon Council and \$130,000 for the Orange Bowl Committee. Also, \$657,000 is recommended for the Health Department programs, the same level as in the current year.

In the current year, the general fund allocations to the Miami Art Museum, Historical Museum of Southern Florida, and the Museum of Science were reduced by a total of \$190,000 as part of the savings plan necessitated by the downturn in the economy and the events of September 11. Each museum also receives funding through the CDT. Although the current year projection for the CDT is approximately 16 percent below the level of FY 2000-01 receipts, it is possible to provide the budgeted CDT payment to the museums by augmenting the CDT revenue stream with proceeds from Board-approved swap financial transactions that offset the cost of CDT debt service requirements and by using available Professional Sports Franchise Tax to cover eligible CDT debt. For FY 2002-03, projected CDT revenue is six percent below FY 2000-01 levels, but 11 percent above the current year projection. Using the same revenue augmenting and expenditure reducing strategies as in the current year as well as using a portion of the CDT Shortfall Reserve, it is possible to maintain the general fund and the programmed CDT allocations to the museums at the current year level, as adjusted by the savings plans. Fairchild Tropical Garden was treated similarly, receiving a five percent reduction (\$20,000) from the current year's budgeted level of County support.

Funding is also provided for a reserve of \$1 million for In-Kind Services. Creation of this reserve is recommended at the request of the Board. It will serve as a funding source to reimburse general fund departments for in-kind services. It is recommended that any agency requesting in-kind services be required to submit an application for funding to my Office. A committee consisting of staff from my Office, the OMB, and the affected departments will review the request and recommend a level of in-kind support and reimbursement for the Board's consideration based on an approved process with specific criteria for program eligibility.

As we reviewed funding for CBOs, it is clear that, in many cases, funding has been allocated because the Commission recognized specific district needs. Those needs address social services, healthcare, parks programming and facilities, right-of-way improvements, sewer projects, drainage projects, sidewalks, etc. In many cases, the projects can be addressed through available QNIP funding. In other cases, funds (\$10 million) set aside for discretionary water and sewer projects can be used to address the issue. In other cases, projects can be funded by adjusting priorities, as in the case of the Secondary Road Program. However, often there is no identified source of funds to respond to the need. Therefore, the Proposed Budget includes a District Discretionary Reserve of \$3.9 million (\$300,000 per District) that can be used pursuant to specific guidelines to address such ad-hoc, one-time needs. Proposed Budget recommendations to establish a process and criteria for the allocation of those funds will be presented to the Board in July.

A BUSINESS STRATEGY: CUSTOMER SERVICE, EFFICIENT AND EFFECTIVE PROGRAMS, AND TECHNOLOGY

In developing the Proposed Budget, I have tried to incorporate sound business concepts. That is not to say that, as a County, we can divest ourselves of necessary services because they are inherently costly and would not be provided by a private sector business. Rather, it is the recognition that a business strategy, based on tested structural and organizational principles, can promote customer service, efficiency and effectiveness, and technological improvements. No business can survive that does not meet the needs of its customers, whether internal or external, does not operate its programs in the most efficient and effective manner, and does not use technology to reach customers and improve efficiency and effectiveness. Neither can the County. Successful businesses apply an organizational structure that facilitates those goals.

At the same time, given the very real revenue limitations under which we are working, we must assess every option to reduce costs without affecting direct services or increasing taxes. Several such options are incorporated in the Proposed Budget. As described below, other options, which require additional study, have been assigned for review over the summer, so that well reasoned recommendations can be made before the first budget hearing. It is my expectation that increased efficiency and savings will be realized in those reviews, and any savings identified will be used to recommend to the Board at the budget hearings in September the restoration of services that would otherwise be unfunded.

The FY 2001-02 budget included a challenge to save \$3.5 million in the Countywide General Fund and \$1 million in the UMSA General Fund through efficiencies. Those challenges have been met with savings of \$5.6 million in the Countywide General Fund and \$1.4 million in the UMSA General Fund. Overall, we were challenged to save \$15 million; we will also meet that challenge, with savings currently identified at \$16.8 million, as detailed in Attachment II to this message. Savings include the reductions in staffing requirements as the result of technology, achieving more than targeted savings from the Marina and Food Services Memoranda of Understanding, and, as indicated last year, reduced costs for goods and services by negotiating prices. The carryover effect of these savings and new initiatives, such as using the Internet for subsidiary building permits and the implementation of mechanized garbage collection provide approximately \$29 million in efficiencies that are incorporated into the FY 2002-03 Proposed Budget.

Customer service continues to be a major theme. At the same time, we need to initiate organizational change that will result in real savings. Therefore, in this budget, I am recommending new ways of doing business to serve our customers better at lower costs. For example, I am recommending that administrative work be shared in small agencies, such as Art in Public Places and Office of Historic Preservation. Ivan Rodriguez, the Director of Art in Public Places, agreed to act as interim head of the Historic Preservation. At my request, he is considering making both assignments permanent. As a result, the County could save the cost of a director. Staff from the Office of Management and Budget, Homeless Trust, and Office of Fair Employment Practices are preparing a plan to share administrative duties to improve efficiency. The Ethics Commission and the Office of Inspector General share all administrative functions; Audit and Management and the

Office of Performance Improvement also share administrative functions. Other agencies can also share "back-room" administrative work, such as payroll preparation, purchasing, personnel, and receptionist duties.

Another area of opportunity is collaboration with other governmental agencies and the private sector. For example, the Library System may supply the greatest free access to the Internet in the County. Even with 343 terminals, however, the demand is not met. On the other hand, private firms have approached us requesting the ability to make Internet access available, for a charge, in County facilities. I have asked staff to work with those companies to develop a pilot program to assess the feasibility of providing pay access as well as free access at our libraries. If the pilot program of premium access provides relief to the lines waiting for service, we could competitively procure permanent premium access thereby reducing lines, improving service, and providing additional funding to the libraries for additional free access as well as other books and materials. In the same light, we are continuing our efforts to offer County concessions to a single commercial endorsement program. We expect that program to result in significant payments, both as an up-front payment for the use of the County's name and in on-going returns from concession sales.

I am also working with Florida International University (FIU) to establish a Joint Institute of Government. Through the Joint Institute, the County will have access to professors and graduate students who will be able to provide operational and policy analyses now only available from professional consultants, at a much greater cost than will be the case through the Joint Institute. Furthermore, we are working with FIU to develop programs to expand the training opportunities of Miami-Dade University in the Employee Relations Department with degree programs, including masters and doctoral programs. It is my goal that County employees, earning an advanced degree, will be able to assist in the review of County operations as part of their master's theses or doctoral dissertations through the Joint Institute. Additional details regarding this exciting program will be provided to you before the first budget hearing in September.

I am also looking to the synergy with FIU to provide an alternative to funding the CABLE TAP access through the School Board. As you are aware, the CABLE TAP program received a poor audit report. Current funding is \$522,000 for operations and \$333,000 for capital. For next year, the School Board has requested the funding to be increased to \$1.2 million. I have asked staff to work with FIU to analyze whether within the existing funding level we could provide the CABLE TAP programming to the cable providers without the need for the School Board facilities. I will report to you on this option as soon as staff has finished the review.

In some cases, savings can be achieved by a reorganization of functions and in other cases property tax-supported programs can save funding by transferring functions to appropriate proprietary agencies. For example, the Government on the Go Bus will be staffed by members of Team Metro, but the equipment will be provided by the Building Code Compliance Office and the driver by the Transit Agency, and personnel from the Department of Business Development will be available on the Government on the Go Bus to reach out to small businesses. Another example involves the Water and Sewer Department, which will become responsible for the maintenance,

repair, and operation of certain County-owned pump stations, including those operated by Park and Recreation, Corrections and Rehabilitation, and General Services Administration.

Also, I intend to further formalize a general business model in which each Assistant County Manager over their respective sets of functionally aligned operating departments would act as the head of a corporate division. That model has been instituted with the assignment of the CIO as the head of the Chief Technology Officer and the e-Government Department. The administration for both departments has been centralized under the CIO who is responsible for general policy direction in the areas of operations, personnel, budget, and purchasing. The next step recommended as part of the Proposed Budget is the centralization under the CIO of all general fund-supported information technology operations in the County. The CIO centrally will support the network and will outstation programming and analysis staff to individual departments as needed. It is estimated that the economies of scale realized by transferring the budgets and personnel from the departments to the CIO will save \$1.5 million. This savings, although incorporated into the Proposed Budget, will be refined over the summer, and a detailed report will be provided to you in September. Any savings over \$1.5 million are recommended to be used for additional information technology projects.

In a similar vein, the Proposed Budget recommends the reorganization of the County's economic development agencies under Assistant County Manager Tony Crapp. The Proposed Budget includes merging the staffs of the Office of Community and Economic Development and the Empowerment Zone (OCED/EZ). In concept, the Proposed Budget recommends that the administrative functions of OCED/EZ (to be known as OCED) along with those of the Metro-Miami Action Plan, the Urban Economic Revitalization Task Force, and the Office of Business Initiatives, be centralized in a separate division reporting directly to the Assistant County Manager. Also, programmatic activities associated with economic development, including revolving loan funds and other programs, will be centralized in the OCED but each program will continue its unique customer focus. In addition, loan servicing will be centralized in the Housing Agency. The operational details of these changes are under review and will be provided to you before the first budget hearing. The initially identified savings of \$1 million due to this reorganization and coordinated administration has been incorporated into the Proposed Budget by reducing the recommended general fund allocation to those agencies on a pro-rata basis.

From these two examples alone, we expect \$2.5 million in administrative savings without affecting the delivery of services, thereby removing the need for further service reductions to balance the budget. Over the summer, we will be considering other reorganizations along the same lines involving programs under the other Assistant County Managers. In particular, I have asked Assistant County Manager Sam Williams to work with the Department of Corrections and Rehabilitation to review the organizational structure of the Department. Any savings will be available to the department for priority capital projects and programs.

It is my intention to reorganize the County's central construction management activities. Under this change, the Architect and Engineering unit in the Department of Procurement Management will be transferred to Capital Improvement Construction Coordination Office (CICC). Also, the

construction project management functions now in the Construction Management and Renovation Services Division of the General Services Administration (GSA) will be transferred to CICC. However, more analysis is required to determine the appropriate placement of the County's centralized routine facility maintenance functions. Also, certain plans review functions of the Americans with Disabilities Act (ADA) Division of GSA may be affected by this change. Over the summer, staff will analyze the appropriate organizational placement and structure for the routine maintenance functions, the plans review functions of the ADA Division, and options regarding elevating the policy analysis function of the ADA Division to report directly to my Office. The change in the policy analysis function will assist the ADA Director in his efforts to work directly with other County agencies to effectuate ADA policies consistent with the federal, state, and local mandates. For budget presentation purposes, the Construction Management and Renovation Services Division is shown in CICC. A full report regarding these issues and the corresponding changes in the Proposed Budget will be provided before the first budget hearing. As is the case with other departments, as discussed above, staff will review GSA functions to identify any administrative or organization changes that will reduce costs without affecting services. Detailed reports in this regard will be provided to you as they are completed.

The Proposed Budget includes the recommendation that a managed competition demonstration project be conducted regarding the maintenance of Department of Human Services' facilities. The Department occupies 60 buildings at 40 locations comprising approximately 500,000 square feet. The managed competition demonstration project will have some facilities maintained by County staff, and other facilities, by a private contractor. The purpose will be to determine if, for the same funding, the private sector or the County staff can provide more responsive preventive maintenance and repair programs.

There are a number of other organizational changes I plan to recommend before the September public hearings as part of my budget proposals for FY 2002-03, including the centralization of purchasing functions in the Procurement Department, the centralization of public information officer functions, graphics, and photography under the Communications Department, and the centralization of lien and collection activities in the Credit and Collection Division of the Finance Department. These reorganizations should also result in direct savings while maintaining service levels through the out-stationing of staff to departments as necessary. Detailed reports regarding these organizational changes will be provided to you before the budget hearings in September. We also will report on the results of a review of the Building Code Compliance Office, prompted by current state law regarding the Florida Building Code and product control.

The centralization of functions in the Communications Department will complement other service improvements in the Communications Department to improve getting the word out to our customers. The current year's program to provide promotional opportunities to departments through Miami-Dade TV will be expanded. Funding is recommended in the Proposed Budget for real-time captioning of Commission meetings. One goal of the recommendations for the Communications Department is to enable the County to develop a single "brand" identity, so all customers will recognize when the County is providing a service. How well would any of the large business chains have grown if each store had a different logo, look, and merchandise for sale?

Similarly, should not every County agency operate under a common brand, theme, mission, and a similar commitment to the corporate identity?

In reviewing departmental budgets, I was especially concerned over growth in positions. Even with the service adjustments and revenue limitations, the number of County full-time positions is increasing. The growth in positions reflects the multitude of programs, self-supporting and otherwise, operated by the County, as well as the need to meet new and expanded service demands. For example, even though some positions are eliminated in the Park Department, other positions are needed for the new park facilities coming on line, and the result is a net decrease of only four positions. In the Department of Business Development, to meet your demands for inclusion and fairness, 35 additional full-time positions are added (over the current and next year) for monitoring, outreach, and accountability. In general, position growth occurs in proprietary agencies to meet the levels of service demanded by their patrons, who pay directly for the services received. There is a net increase of 516 positions, including 207 positions associated with the growth in Head Start slots, 37 security positions at the Seaport, 59 part-time positions in the Housing Agency converted to full-time positions in accordance with Commission policy, and 42 positions in Human Services associated with the federal Cuban and Haitian Entrant and Refugee Grant. Offsetting this growth partially are reductions in Aviation (39 positions) and Water and Sewer (30 positions). Net general fund positions actually decrease by eight. Growth in general fund positions include 44 positions in Transit associated with the opening of the Palmetto Metrorail Station. This growth is offset by position reductions, including those in Human Services (66 positions) and Public Works (18 positions). Throughout the Proposed Budget we have attempted to establish attrition rates and phased funding to match likely hiring schedules, to minimize funded vacant positions, especially in the property tax-supported funds.

Technology must support our efforts to increase efficiency and effectiveness. Examples include the ability, beginning in September, to record and retrieve official records through the Clerk of Courts at branch offices in addition to the main office in downtown Miami and the implementation of a new automated system in the Property Appraiser's Department that will allow the reassignment of three positions to the analysis of the property assessment roll to increase its accuracy. Similarly, the coordination of administrative functions among various departments would be greatly simplified by the use of on-line payroll entry. The savings in time and staff in individual departments and the Employee Relations Department would be significant. Therefore, I have directed the CIO to give the highest priority to providing that service.

As was included in the current year's budget, the Proposed Budget includes \$13.05 million specifically allocated to furthering the County's efforts in e-government, including the ability to pay bills on-line, replacing paper document with digitized computer records, improving the Tax Collector's voice response system, using the Internet to facilitate purchasing, and implement personnel system and security system improvements. In addition, departmental funding is available to provide police officers with mobile computing units (MCUs); to develop a new CAD system for the Police and Fire Rescue Departments; to improve the building plans review and e-permitting process; to image DERM records; to initiate an Innovations Lab and Applications

Academy to test new hardware and software; and to incorporate all County departments into the Metronet and Geographic Information Systems.

Of special note are improvements to the Answer Center. The County lists over 1,600 different phone numbers in the "Blue Pages" of the telephone directory. Is it any wonder that our customers have trouble locating the services they want and need? The Answer Center will become the single number to call to reach any County service. The Proposed Budget includes funding (\$1 million) to move in that direction. Along the same lines, the Public Works main number will be switched to the Answer Center, so that anyone reporting a Public Works problem will only have to make a single call to have the problem addressed. The Proposed Budget recommends that two positions in the Answer Center be funded by the Building Code Compliance Office (BCCO) so that it will be able to use the Answer Center to answer overflow calls that otherwise would result in a missed call.

UNMET NEEDS AND CAPITAL PLANNING

For next year, the unmet needs as identified by County departments are increasing in light of the program adjustments recommended in the Proposed Budget. Attachment III to this message includes a listing of operating and capital unmet needs. Overall, unmet recurring operating needs total \$120.2 million and non-recurring operating needs, \$340.6 million. The non-recurring needs include \$100 million for homeless program and \$175.1 million for technology improvements.

The estimate for unmet capital needs is \$5.543 billion. Of that amount, \$2.13 billion is for transit capital programs. The Board has authorized staff to proceed with the development of a list of projects that could potentially be included in a general obligation bond program (GOB). That list is being compiled, and I will be reporting to the Board on our efforts in late summer or early fall. At that time, further Board direction will be sought regarding the timing and strategy for advancing a GOB program to the electorate. We had projected that projects totaling approximately \$1.5 billion in present value could be included in a GOB program using a constant debt service millage rate of 0.552 mills. However, at the reduced debt service millage rate of 0.390 mills, projects totaling approximately \$960 million in present value could be included in a GOB program.

ALTERNATIVE PURCHASE OPTIONS

As discussed with you at the budget workshops, it is not possible to maintain current service levels within revenues available from current millage rates. Additional revenues would make it possible to continue specific services or provide funding for new or increased services. I would strongly recommend that the Board consider providing additional millage flexibility when setting the Proposed Millage rates in July. In that way, you would be able to consider the purchase of services above the levels described in the Proposed Budget when you hold your budget hearings in September.

For the owner of an average valued home with homestead exemption, a 0.1 mill increase would cost approximately \$9. For an elderly resident who receives the Senior Homestead Exemption, the cost would be approximately \$7 after the \$50,000 Senior Homestead Exemption.

COUNTYWIDE GENERAL FUND

Each additional 0.1 mill would raise an additional \$10.83 million. However, pursuant to State law, 11.873 percent of any increased countywide property taxes is shared with the Public Health Trust as a maintenance of effort payment (\$1.286 million). Also, \$246,000 is required for payments to Tax Increment Districts. Therefore, the net value of a 0.1 mill increase in the Countywide General Fund is \$9.298. Suggested uses include:

- maintenance of existing property tax-supported human service programs, including substance abuse treatment, psychological services, victim's assistance and elderly transportation and home care (\$1.987 million);
- maintenance of existing human service programs for which grant funding is ending, such as disability employment services, juvenile diversion, job training and summer youth employment administrative support (\$2 million);
- maintenance of existing transit services without truncation (\$2.8 million);
- implementation of the planned service expansions deferred from FY 2001-02 (\$2.7 million);
- elimination of the recommended Metrorail fare increase (\$710,000);
- maintenance of existing Countywide parks, including the beaches (\$147,000);
- maintaining current levels of lifeguard services at beaches during the winter (\$275,000);
- maintenance of Public Works response times for signs, signals, repairs, etc. (\$912,000);
- doubling of the guardrail construction program to the originally planned level (\$435,000);
- expansion of the Head Start year to 180 days (\$950,000); and
- expansion of morgue operating hours to improve service to families of the deceased (\$68,000).

UMSA GENERAL FUND

An additional 0.1 mill would generate \$4.684 million for the UMSA General Fund. Suggested uses include:

- maintenance of existing Police special enforcement activities (\$1 million) and purchase of all requested police vehicles (\$2.5 million);
- retention of repair and facility maintenance levels in neighborhood parks (\$800,000);
- retention of current grounds maintenance levels at neighborhood parks (\$273,000); and
- operating seasonal pools from Memorial Day to the beginning of summer recess for public schools and from the end of the summer recess to Labor Day (funding is included in the Proposed Budget to operate all seasonal pools during the summer recess) (\$111,000).

LIBRARY SYSTEM

An additional 0.04 mills for the Library System would generate \$3.897 million and allow for an acceleration of the Library Construction Program. All ten branch and eight mini-libraries could be constructed and opened by 2008 instead of 2014. Another 0.02 mills would provide funds (\$1.948 million) that could be divided among maintaining existing libraries that are in disrepair for the purchase of additional books and materials, additional security, reduced attrition, and additional computers for public access to the Internet.

CONCLUSION AND BUDGET TIMETABLE

Pursuant to State law, the Property Appraiser will release the property tax roll by July 1. In light of the Commission rules regarding committee hearings and items for the Commission agenda, we will provide a report updating the recommendations in the Proposed Budget regarding property taxes rather than producing the Budget-in-Brief. We will plan to present the updated property tax information as well as budget workshops regarding the recommendations in the Proposed Budget to each Commission Committee in July. The Board must adopt Proposed Millage rates by the beginning of August. Those rates can be increased only at the first budget hearing, and then, only if each affected property owner is notified by mail. Thus, effectively, the rates adopted in July can only be reduced, not increased, at the public budget hearings. I, therefore, urge you to adopt rates above the levels recommended in the Proposed Budget to provide you with flexibility for considering service improvements at the hearings in September.

State law limits the dates available to you for the September budget hearings, and the School Board has first choice of dates. The School Board has chosen September 11 for its hearing. Therefore, in accordance with your calendar, it is recommended that the County's hearings be on September 4 and September 18. I will provide a recommendation to this effect for your consideration in June.

As usual, in accordance with your policy, staff will hold public meetings to discuss the budget and fee changes later this summer after you have approved the Proposed Millage rates. We will use that opportunity to update the Community Councils on the contents of the budget and the status of their priority requests.

Few budgets have been as difficult to prepare as this one, in which funding was severely limited. I want to thank each of you for your assistance and understanding regarding this arduous task. Also, I want to recognize your legislative analysts, who attended all the departmental budget hearings and most of my meetings with the department directors. I look forward to reading their analysis of the Proposed Budget.

I want also to thank my staff, especially Assistant County Managers George Burgess and Tom David, the department directors, and their staffs for their efforts in preparing this budget. The staff

Honorable Alex Penelas, Mayor
Honorable Chairperson and Members
Board of County Commissioners
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of the Communications Department also receives my special thanks for the work they put into preparing the document.

Above all, I wish to thank David Morris and the staff of the Office of Management and Budget for their efforts, hard work, and professionalism without which this document could not have been produced. As I noted last year, the Community is fortunate to have such dedicated public servants willing to sacrifice their personal lives and work long hours seven days a week to develop and produce this Proposed Budget. It has been a pleasure to be able to work with them.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Steve Shiver', with a large, stylized loop at the end.

Steve Shiver
County Manager

Attachments

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT I
HIGHLIGHTS

INTRODUCTION

As another step in our move towards a strategic management model for the County, the following highlights are organized in accordance with six strategic areas:

- Providing safe, quality neighborhoods
- Promoting a healthy economy
- Fostering an improved quality of life, especially for children and seniors
- Focusing on customer service (both external and internal customers)
- Improving our transportation system
- Promoting efficient and effective government

PROVIDING SAFE, QUALITY NEIGHBORHOODS

- *The Building Code Compliance Office (BCCO) will hire a Code Compliance Specialist to provide interpretations regarding the Florida Fire Prevention Code which is now referenced in the Florida Building Code, and the Life Safety Code to minimize hazard to life and property due to fires (\$85,000); a Recording Secretary also will be hired to process the increased number of cases submitted by municipal building officials to the Unsafe Structures Board (\$42,000)*
- Capital projects for the Corrections and Rehabilitation Department include purchase of retherm units used for heating food in various jail facilities (\$1.183 million) and replacement of roofs at various facilities (\$317,000)
- *Funding is included for 46 new Fire Rescue positions including 18 positions for an additional suppression truck at Station 47 in Westchester, 13 additional positions for new service at the West Kendall station scheduled to open in April 2003, phase-in of 12 Fire Rescue Dispatchers for the 911 Center, two Firefighters to compensate for adjustments in the relief factor, and an additional aircraft mechanic for staffing relief at Air Rescue*
- *Funding is provided for the first of a two-year replacement project of the Miami-Dade Fire Rescue Department's (MDFR) 16-year old radios (\$675,000)*
- *Funding is provided (\$1.4 million) to purchase a suppression truck (\$455,000), pay for associated staffing beginning in April 2003 (\$775,000), and make necessary facility modifications (\$170,000) at Station 47 in Westchester*
- *Funding from the sale of the department's 800-megahertz radios (\$1.5 million) will be used to begin the upgrade of the current UHF infrastructure; the replacement of the microwave backbone is estimated at \$7 million with funding (\$885,000) in FY 2002-03 to cover financing costs*
- *Final implementation of the new County Recorder Imaging System which will allow fast access and retrieval of documents as well as recording of documents at the various district locations*
- The Miami-Dade Police Department (MDPD) will continue an agreement with the Town of Miami Lakes (Town) to provide local police services (\$3.898 million); additionally, a mitigation payment will be received from the Town to maintain police and other services in the neighboring areas (\$1.473 million)

Note: Italicized highlights indicate adjustments to services identified in the Proposed Budget

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- MDPD will continue to address all animal-related concerns in Miami-Dade County, including regulations concerning animal licensing and vaccinations, the licensing of pet stores, breeders, and kennels, the housing of stray, abandoned, or unwanted dogs, and the removal of small dead animals from the roadway or public right-of-way
- Procurement of the new Computer-Aided Dispatch (CAD) system for MDPD and MDFR , approved in the FY 2001-02 budget, continues; project is expected to be completed in FY 2003-04 and will assist dispatching units in a more efficient and effective manner
- Expect to complete the second phase of the acquisition of Mobile Computing Units for district stations to assist uniformed police officers in the performance of their duties; funding is provided by LETF funds (\$1.459 million); MDPD is coordinating the lease of 635 laptops, expected to be delivered by June 2002, to be made available for use by the Elections Department in the upcoming fall elections
- *Funding for targeted crime suppression activities continues for activities such as Robbery Intervention Detail, Tactical Narcotics Team, Serious Habitual Offender Comprehensive Action Program, Tourist Robbery Abatement Program, Career Criminal, gang enforcement, district hot spot enforcement, environmental crimes, special holiday enforcement, Driving Under the Influence check points, probations and parole activities, firearms enforcement, and Tropical Park enforcement, warrant sweeps and public corruptions investigations (\$7.450 million)*
- Public Works Department's landscaping projects for FY 2002-03 are programmed at \$2.350 million and are funded from Secondary Gas Tax and the General Fund; projects include: roadside mowing (\$960,000), median mowing (\$960,000), Metrorail/Metromover landscaping (\$960,000), trimming of trees for safety purposes (\$100,000), structural pruning (\$100,000), tree health (\$1.047 million) and replacement of trees (\$200,000)
- *Proposed Budget includes \$200,000 for tree replacement as in the current and prior years; no new funding is set aside for new trees, however the Department of Environmental Resource Management (DERM) is requesting State approval to plant trees along rights-of-way using State Tree Canopy grant funds*
- *The Comprehensive Street Light Retrofit Program to inspect and retrofit street lights for life and safety will be continued with carryover from FY 2001-02; by the end of FY 2002-03, 8,000 streetlights will be retrofitted; the installation of school speed zone flashing warning lights will continue in FY 2002-03 with carryover from FY 2001-02; contract bids came in much higher than anticipated, therefore 33 lights will be installed instead of the 75 anticipated; the projection for carryover funding for these two programs will be reviewed over the summer of 2002*
- *A dedicated crew will be assigned to the aesthetic cleaning of canals program (\$126,000 from Stormwater Utility (SWU))*
- *A mechanical harvesting crew will be added to keep pace with canal vegetation (\$271,000 from SWU)*
- The Department of Solid Waste Management (SWM) will continue support for illegal dumping enforcement activities in MDPD (\$1.178 million)
- The Library department will complete roof replacement or repair at Allapattah (\$60,000), Grapeland Heights (\$140,000), West Flagler Branch Libraries (\$179,000); air conditioner repair or replacement at Coral Gables (\$200,000), Coral Reef (\$130,000), and West Dade Regional Library (\$250,000); parking lot at Coral Gables (\$63,000); abatement and renovations at Culmer Branch Library (\$35,000); and parking lot expansion at Kendall Branch Library (\$65,000)

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- Fifty Park and Recreation Department's vans used for transporting children will be equipped with radios (\$75,000)
- *Funding is included for the opening of new and expanded facilities including, but not limited to, Amelia Earhart Park soccer complex, Crandon Park cabanas, soccer fields and a playground at Deerwood Park, Greynolds Park campground, Miller's Pond Park soccer field and walkway, Royale Green Park soccer field, and Southridge Park stadium (\$2.1 million)*
- *The State Department of Health has applied for a \$200,000 federal grant to remediate lead-based paint; if successful, Miami Dade Housing Agency (MDHA) will provide \$200,000 from capital funds as a match to target lead-based paint hazards in public housing*
- *Four new community design charrettes will be conducted in FY 2002-03 (\$560,000); two proposed locations for these charrettes will be the urban center at US1 and SW 280 Street and at a site chosen by the Office of Community Economic Development (OCED) in South Miami-Dade; the locations of the remaining two charrettes are as yet undetermined*
- Funding from the Capital Outlay Reserve (COR) is recommended for the following: lot clearing in Unincorporated Municipal Service Area (UMSA) (\$265,000); abandoned vehicle removal and storage (\$32,000); \$1.65 million is recommended to fund unsafe structure, minimum housing, and crackhouse demolition activities by the Building Department and Team Metro
- Safety-related projects in the Public Works Department (\$650,000) will continue with funding from the Liability Trust Fund

PROMOTING A HEALTHY ECONOMY

- *As a result of the anticipated reduction in empowerment zone revenue from the federal government, the Empowerment Zone Trust intends to focus more on economic development revenue-generating projects such as job creation, job training, small business start-ups, small business expansion and affordable housing, and less on community development projects such as youth/cultural activities and social initiatives*
- *The Proposed Budget recommends the reorganization of the County's economic development agencies including the OCED; the staffs of OCED and the Empowerment Zone (OCED/EZ) will be merged; in concept, the Proposed Budget recommends the administrative functions of OCED/EZ (to be known as OCED) along with those of the Metro-Miami Action Plan, the Urban Economic Revitalization Task Force, and the Office of Business Initiatives, be centralized in a separate division reporting directly to the Assistant County Manager; programmatic activities associated with economic development, including revolving loan fund and other programs, will be centralized in the OCED but each program will continue its unique customer focus; loan servicing will be centralized in the Housing Agency; the initially identified savings of \$1 million due to this reorganization and coordinated administration is incorporated into the Proposed Budget; specifically, pro-rata shares of Countywide General Fund dollars totaling the \$1 million have been reduced from these departments proposed budgets and are not, therefore, included as proposed revenues to those departments; a detailed report regarding the reorganization will be provided to the Board of County Commissioners (BCC) prior to the September budget hearings*

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FOSTERING AN IMPROVED QUALITY OF LIFE, ESPECIALLY FOR CHILDREN AND SENIORS

- The Cultural Affairs Department will inaugurate the "High 5 Miami," an new innovative program funded in part by the John S. and James L. Knight Foundation, designed to make high quality arts and cultural activities more affordable and accessible to young audiences; a companion program, "Golden Tickets" addressing senior populations, is also being launched in cooperation with the Miami-Dade Transit Agency's (MDTA) Golden Passport Program
- The Cultural Affairs Council has requested an additional \$1.250 million in FY 2002-03 needed for major institutions and other grant programs, as part of its overall strategy to strengthen cultural organizations by increasing support to its core grants programs as part of a four year plan to increase cultural support funding by \$5 million; this funding is not included in the Proposed Budget
- *The Proposed Budget includes the addition of one Administrative Officer I to the Office of Historic Preservation to assist with surveying of historic properties*
- *Funding for the Miami Art Museum (MAM), Historical Museum of South Florida, and Museum of Science will be maintain at current year levels, adjusted for the savings plan incorporated in FY 2001-02; MAM (\$1.742 million), the HASF (\$1.219 million) and the Museum of Science and Space Transit Planetarium (\$784,000); the Museum of Science has requested an additional \$400,000 which is not included in the Proposed Budget*
- *The Park and Recreation Department will reduce fleet replacement (\$88,000, align the hours of operations at eleven seasonal pools to coincide with the public school summer vacation (\$111,000), and reduce levels of maintenance; reduce trash pickup to once per day from twice a day from beaches on low use days (\$147,000)*
- The soccer complex at Amelia Earhart Park will be completed with Safe Neighborhood Parks (SNP) Bond funds (\$4 million)
- Park and Recreation Department will complete: the music hall addition at the African Heritage Cultural Arts Center (\$1.3 million), stormwater drainage and related improvements at the Golf Club of Miami in the Spring of 2003 (\$6.9 million), the final phase of natural areas restoration (\$472,000)
- The Aviary at Miami Metrozoo will open in February 2003 (\$130,000)
- Renovations to the monorail at Miami Metrozoo will be completed (\$700,000)
- Park and Recreation Department will complete the following capital projects: Phase II renovation of 46 cabanas at Crandon Park beach (\$1 million); renovation and upgrade of Greynolds Park Campground to include nine cabins, mess hall and new washroom facility (\$1.5 million); parking lot expansion at Palmetto Golf Course to provide additional parking for the MDTA busway (\$604,800); stadium improvements at Tropical Park including the field house, ticket booth, and press box elevator (\$1.2 million); and two new skeet/trap houses at Trail Glades Range (\$100,000)
- The following unincorporated area capital projects will be completed: restroom at Doral Park (\$350,000); field center at Eureka Park (\$500,000); renovations to recreation buildings at Soar Park (\$500,000); field house and stadium at Southridge Park (\$1.6 million); Phase I development at Three Lakes Park to include two soccer fields, parking and walkway (\$1 million); Phase I development at Kendall Soccer Park to include field center,

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two lighted soccer fields and parking (\$1.8 million); new recreation center at Cutler Ridge Park (\$1.05 million); and Phase I development at Deerwood Park to include playground and two soccer fields (\$500,000)

- New park lands will be acquired with impact fees, SNP, and Quality Neighborhood Improvements Program (QNIP) funds and land transfers, to include Miami National Golf Course, Boystown, and additions to Kendall Indian Hammocks, Gwen Cherry, and Scott Parks
- DERM will continue working on the Miami River Dredging Project and several beach renourishment projects
- DERM will continue the FEMA-funded projects; total FEMA estimates for major neighborhood drainage projects are over \$18 million; total FEMA-funded drainage replacement estimates are over \$345 million; total FEMA-funded canal dredging work is estimated at \$235 million; total FEMA-funded roadway restoration is estimated at over \$124 million; and total FEMA-funded drainage system cleaning is estimated at over \$17 million
- *DERM will give out 20,000 trees for the Adopt-a-Tree Program funded by the State Tree Canopy Program during the summer of 2002; will give out an additional 20,000 trees during the summer of 2003*
- The Department of Solid Waste Management proposes to begin a four-year, phased program to convert three member garbage crews to one member automated collection vehicles where appropriate, which is projected to achieve a recurring operating savings of over \$10 million by the end of the FY 2005-06 or full implementation
- The Head Start program will continue to operate for 175 days, maintaining the FY 2001-02 service level
- The Community Action Agency (CAA) Capital Budget includes \$900,000 to be spent in FY 2002-03 for replacement of 37 Head Start modular classroom units at 15 CAA location
- Two new Head Start facilities are planned for west Miami-Dade and north Miami-Dade that will serve 200 children per site; total project cost, including land or building acquisition and construction is \$7.050 million; \$1.020 million has been allocated from the COR for land acquisition and construction
- Construction of the Opa-locka Neighborhood Service Center Childcare and Head Start facility is scheduled for FY 2002-03 (\$1.573 million)
- *Funded Head Start enrollment will increase to 6,210 and provide for 207 additional positions; the department will continue seeking additional Head Start locations to maximize utilization of available slots; staffing this year is based on funded enrollment and reflects the revised classification system approved by the funding source*
- *The Proposed budget for the Homeless Trust is \$20.4 million and increases transitional and advanced care beds by 224 and 34, respectively*
- Funding in the amount of \$6 million is continued for the child care purchasing pool; these funds draw additional matching funds that increase the number of available subsidized child care slots countywide; an application has been filed with the State Child Care Executive Partnership Board
- The COR will provide \$888,000 for extraordinary repairs and improvements at Department of Human Services (DHS) facilities, including renovation of the Wynwood Neighborhood Service Center (NSC) (\$538,000) and miscellaneous enhancements at other countywide facilities including NSCs, domestic violence shelters, emergency housing centers, youth and family development centers (\$350,000)

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- *DHS expects to begin operation of the new 250-bed transitional housing center for homeless women in October 2002; operating funds for this facility are provided from a federal grant (\$1.005 million) and a local match budgeted in the grant match reserve (\$220,000)*
- *Operation of the new 40-bed domestic violence shelter for battered spouses and their children will commence in December 2002; a Request for Proposals (RFP) or Request for Qualifications (RFQ) will be used to select the operator*
- *Full implementation of the Cuban/Haitian Crime Victimization Refugee grant will provide comprehensive crime prevention services for recent Cuban and Haitian refugees including community awareness, domestic violence and at-risk youth intervention, community-based partnerships, training and technical assistance; pursuant to the federal grant guidelines, eight Community-Based Organizations (CBO) will receive \$180,000 each to provide support services*
- *Maintenance of DHS facilities will be improved by conducting a managed competition among the private and public sector to provide minor repairs and maintenance services to the more than 40 locations and 500,000 square feet of buildings occupied by the department; a portion of the \$1.2 million in COR funds allocated for minor repairs will be used for this program*
- *The Office of Rehabilitative Services (ORS) will reduce staff in Treatment Alternatives to Street Crime (TASC) operations to conform with current caseload requirements (\$518,000); staffing at the Central Intake unit will be reduced and the unit will no longer be open on Saturdays (\$108,000)*
- *The Psychological Services Division will reduce clinical support at specialized development centers (\$316,000)*
- *Youth and Family Development will reduce administrative and paraprofessional support in delinquency prevention services, eliminate the rent subsidy to Abriendo Puertas, reduce counseling services in the Family Builders Program, job development services in the Victims Assistance Program will be outsourced; Community Outreach Services, recently relocated to the Child Development Services Division, will also be reduced impacting "Ages and Stages" screening (\$665,000)*
- *Treatment for perpetrators of domestic violence will be reduced, resulting in an increased waiting list for court ordered treatment through the Family and Victims Services Division (\$185,000)*
- *The Elderly Services Division will eliminate vacant home care aid positions now being staffed with temporary employees and reduce services to 27 elderly frail adults (\$68,000); elderly transportation services will reduce the number of shopping groups from 40 to 30 (\$127,000)*
- *Programs affected by reductions in state and federal funds that will not be absorbed by the County total \$2 million and include the D-Sail grant for disability employment services (\$72,000), the Juvenile Alternative Sanctions Program grant for pre-trial juvenile diversion (\$87,000), employment programs including year round summer youth administrative support (\$486,000), the Earn and Learn program (\$109,000), the Passageways to Independence Program (\$792,000), and Adult Disabled Farmworker Training (\$38,000), City of Miami Housing Opportunities for People with Aids (\$29,000); Elder Care grant for Adult Day Care and transportations services (\$27,000) and ORS grants from DCF for substance abuse treatment services (\$190,000)*
- *Construction for HOPE VI Ward Tower Adult Living Facility (ALF) will begin by the summer of 2002 and is expected to be completed in December 2003; it will provide services to frail, elderly, public housing residents;*

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the total future project cost is estimated at \$11 million; the Miami-Dade Housing Development Corporation is acting as the general partner in Ward Tower ALF

- The FY 2002-03 Proposed Budget and Multi-Year Capital Plan for the Public Health Trust totals \$607.861 million for repairs (including \$402.069 million to be spent over the next six years), modernization and expansion of the existing medical center and satellite primary care centers, and is funded by the Depreciation Reserve Account (\$342 million), the Plant Renewal Fund (\$66 million), Jackson Memorial Hospital (JMH) revenue bonds (\$173.2 million), JMH Foundation funds (\$20.5 million), and a grant from the State Department of Health (\$5.5 million); \$123.329 million is expected to be spent in FY 2002-03
- *The General Services Administration (GSA) Proposed Budget includes: equipment management system conversion to a relational database (\$1.107 million), replacement of underground storage tanks at the MDPD District 2 Fleet Shop (\$250,000) and the South Miami-Dade Landfill (\$450,000), replacement of the canopy over the service area at the South Dade Government Center Fleet Shop (\$60,000), additional offices and expansion of the service bays at Fleet Shop 1, construction of additional offices and parts room space in warehouse building, resealing of roof and replacement of building exterior stucco at Fleet Shop 2 (\$200,000)*
- *Funding of \$8.780 million is provided for retrofits to provide access to persons with disabilities (\$2 million), air handler replacement (\$500,000) and carpet replacement (\$450,000) at the Dade County Courthouse, carpet replacement (\$300,000) and replacement of the cooling tower (\$180,000) at the Caleb Center, phase funding for the replacement of carpet at the Flagler Building (\$100,000), final year funding for the replacement of carpet (\$250,000) and phase funding for new systems furniture (\$2 million) at the Stephen P. Clark Center(SPCC), and \$3 million for small scale work order projects for GSA-managed facilities*

FOCUSING ON CUSTOMER SERVICE (BOTH EXTERNAL AND INTERNAL CUSTOMERS)

- Funding for Chief Information Officer (CIO) e-Government initiatives to provide citizens and business increased access to County services totals \$7.834 million and includes, among others, continued development of payment engines to accept electronic payments, and a centralized answer center to improve the County's ability to provide the citizens a single telephone number for seamless access to all County departments
- An Internet application to allow the submission of subsidiary permits will be implemented this fiscal year; this new web service will alleviate customer traffic to the Building Department by allowing submission of these permit applications over the web thereby reducing the overall cost per transaction by reducing staff involvement saving \$500,000
- *The Proposed Building Department Budget will increase customer service with the addition of six permitting and plans processing specialists to resolve complex permitting problems; these positions will coordinate the resolution of various inspection and permitting problems with staff from the appropriate departments; specific attention will be given to resolving open permit issues, which require detailed knowledge of computer systems, procedures in both field matters and plans examination (\$322,000)*
- Funding is included for an additional supervisor for the permit records call center to provide technical information and answer detailed procedural questions on permitting, plan review and inspections (\$41,000)

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- The Proposed Budget for the Library Department includes \$400,000 revenue from the Federal E-Rate program; these funds will reimburse the department for technology-related expenses and will free up \$150,000 to be used for additional library materials
- *The Library department will open the Naranja mini library in December 2002 and the West Tamiami mini library in July 2003; architectural and engineering plans will continue on the branch libraries at Doral and International Mall; will begin operations at the expanded Miami Beach Regional Library once construction is completed by the City of Miami Beach*
- *Three positions are recommended to improve services at Homestead Bayfront, Matheson, and Pelican Harbor Marinas*
- *DERM will fully integrate technology projects with the Environmental Enterprise Operating System (EEOS), Electronic Document Management System (EDMS), Geographic Information System (GIS), and web interface systems*
- *Elections will provide one absentee ballot site per Commission District in addition to the site provided at the SPCC; absentee ballot sites will be available a week before the September 2002 primary elections and two weeks prior to the November 2002 general elections; early voting opportunities via absentee ballots have been granted to voters through the passage of new voting legislation*
- The Zoning Code Rewrite capital project will be completed in FY 2002-03 within the original three year targeted timeframe and within the original budget of \$1.098 million
- *Team Metro will manage and coordinate the functions of the "Government on the Go" bus which will serve as a mobile office of Miami-Dade County, representing all County services and departments; it will be programmed to maximize contact with the public with an emphasis on providing access to areas not close to government services and outreach services; services will include direct sales of transit tokens/permits/passes, passport acceptance and baby stroller permits, computers for public access and demonstration of the new voting equipment; staff will be provided by Team Metro and the Department of Business Development (DBD); the BCCO will provide any computer equipment needs*
- *Proposed enhancements to the Answer Center will enable Team Metro to advance its operation as a single point of contact for all County services (\$1 million)*
- *Partial year funding is provided for 16 additional positions in DBD to support various board demands for inclusion and fairness; staff will allow for increased post-award monitoring, additional training for Community Small Business Enterprise (CSBE) firms, and a reduction in the amount of time taken to certify firms and perform pre-award compliance reviews by 10 days; one position will be dedicated to the "Government on the Go" bus in order to provide outreach services to the community; funding is continued for 19 positions approved in FY 2001-02 to support contract monitoring and more efficient certification*
- *The Communications Department will initiate web faxing services to disseminate press releases quicker (\$10,000); this service will be included as a premium service and all expenses will be charged back to the County agency requesting services*
- *The Communications Department will enhance Miami-Dade TV services by purchasing real-time captioning capabilities (\$70,000), scripting software (\$30,000), a voice-over contract (\$30,000), and additional video supplies (\$30,000)*

Note: Italicized highlights indicate adjustments to services identified in the Proposed Budget

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
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- The Proposed Capital Budget for the Finance Department includes \$370,000 of carryover funding from the COR for renovations to the Tax Collector's Office located on the first floor of the 140 West Flagler building
- *Funding is provided for one Elevator Contract Specialist in GSA to assist with the countywide inspection and contract monitoring of elevators*
- The Proposed Capital Budget includes \$500,000 in the CIO's Capital Budget for a Voice Response System for the Tax Collector's Office

IMPROVING OUR TRANSPORTATION SYSTEM

- Miami-Dade Aviation Department capital expenditures for FY 2002-03 total \$904.9 million and include improvements in Airside (\$104.7 million), Westside Cargo Facilities (\$15.6 million), Landside (\$56.6 million), Support Facilities (\$124.2 million), Terminal (\$599 million) and General Aviation Airports (\$4.8 million)
- *The Proposed Operating Budget for the MDTA reflects an increase of 44 positions from the current year's level needed for the operations of the new Palmetto Metrorail Extension Station*
- *The Proposed Capital Budget for MDTA includes \$20.3 million for 110 new 40-foot replacement buses and 18 new 29-foot buses with funding provided from financing proceeds of the federal formula grant (\$15.8 million) and federal discretionary grant funds (\$4.5 million); these buses ordered in April 2002, will be delivered in early FY 2003-04*
- Construction on the Venetian Causeway toll booth and operations building is scheduled to begin by the end of the fiscal year (\$2.3 million); this project is expected to be complete in the Spring of 2003
- FY 2002-03 QNIP phase II expenditures are comprised of \$8.824 million for the construction of new sidewalks or repairs to existing sidewalks; \$9.394 million for roadway resurfacing to improve driving safety; and \$4.613 million for local roadway-related drainage improvements; this represents approximately 75 percent of the QNIP phase II, all of which will be completed in FY 2002-03
- *By the end of FY 2002-03, the Public Works Department will install a traffic signal at NW 52nd Street and NW 97th Avenue (\$80,000), at NW 52nd Street and NW 107th Avenue (\$80,000), in Allapattah at NW 28th Street and 14th Avenue (\$80,000), and at Flagler and 117th Avenue (\$80,000)*
- *The program instituted in the current year to provide new and replacement guardrails near canals will not be increased as anticipated; it will remain at \$435,000 instead of the \$870,000 anticipated*
- *An engineer for the Contracts and Specifications Division will be added to prepare contracts, requests for proposals, and bid documents faster (\$50,000)*
- *Two capital projects that had been scheduled to begin in FY 2002-03 will be delayed to FY 2003-04; these projects are the Greenways Network (\$250,000) and design of the new Traffic Control Center Building (\$600,000); the department will proceed with consultant selection for this design during FY 2002-03 in anticipation of available funding in FY 2003-04*
- *Certain vacant positions will be eliminated in traffic signals and signs maintenance and repair, road maintenance and repair, and in administration (\$1.336 million); response times will increase*

Note: Italicized highlights indicate adjustments to services identified in the Proposed Budget

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
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- Local road improvements reducing congestion and enhancing the Seaport's throughput capacity total \$19.052 million and include: an access road improvements project for local off-Port roads to reduce traffic congestion and facilitate traffic throughput (\$7.004 million); and Seaport traffic circulation enhancements to segregate cruise and cargo traffic on the Seaport as a matter of easing congestion, security and safety enhancements (\$10.048 million); and Seaport access U-turn at the entrance to Port Boulevard (\$2 million); FY 2003 expenditures are anticipated to be \$7.324 million
- *The Proposed Budget for the Seaport includes funding for 55 additional positions (\$1.4 million) to increase security services, fill ongoing maintenance and construction needs, and to support increased IT and property management functions*

PROVIDING EFFICIENT AND EFFECTIVE GOVERNMENT

- Administration of Miscellaneous Construction Contracts will be transferred from the Department of Procurement Management (DPM) to CICC to consolidate construction activities (\$83,000)
- The CIO has established a Project Management Office and an Information Technology (IT) Business Office that will be partly funded by the Chief Technology Officer (CTO) and e-Government departments; the Project Management Office was created to improve IT project management expertise, methods, and practices throughout County government; the IT Business Office was established to provide personnel/labor management, finance, budget, and procurement services to the CIO, CTO, and e-Government
- *The Proposed Corrections Budget includes funding for the Food Services Efficiency and Competition Program; the existing Memorandum of Understanding (MOU) will expire September 30, 2002; a new MOU is currently being negotiated and will be finalized prior to the end of the current fiscal year; the funding allocated for FY 2002-03 is based on a projected 8,901,222 meals to be served during FY 2002-03 at an average cost of \$1.33 per meal (\$11.809 million); savings to the County are estimated at \$1.1 million*
- *Funding for replacement of police vehicles has been decreased to \$7.5 million to help meet budgetary constraints; approximately 345 vehicles will be replaced; this represents a decrease of 115 vehicles from requested level*
- The Proposed Miami-Dade Aviation Department Budget reflects a reduction of 29 vacant positions that were eliminated with no adverse impact on services, FAA mandates, or safety and internal security requirements
- The Public Works Proposed Budget includes a 14 percent increase of permitting fees yielding \$752,000 to maintain current service levels; platting fees are recommended to increase 20 percent yielding \$221,000; a recommendation is included to allow platting applications to be in effect for a full year before an application renewal is required
- *Two accountants for the Finance Division in the Public Works Department will be added to more quickly process payments to contractors, and three Traffic Analysts will be added to the Traffic Engineering Division (\$210,000)*
- *To provide the level of service recommended by the Public Works Department professional arborist, maintenance cycles on Metrorail and Metromover Guideways will be reduced from 24 cycles to 16 cycles per year, mowing cycles on medians will be reduced from 24 cycles to 16 cycles per year, and mowing cycles on*

Note: Italicized highlights indicate adjustments to services identified in the Proposed Budget

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roadways will be reduced from 18 to 12 cycles per year (\$1.44 million); this is still 22 percent more cycles than in FY 1999-00

- *To improve safety in the maintenance of pump stations, one mechanic will be added to create a two person crew (\$40,000)*
- *Funding is included for six additional positions in the Library department in support and branch management to assist in the operations of new facilities*
- The FY 2002-03 Library Capital Budget and Multi-Year Capital Plan totals \$56.225 million, all of which is provided from Library Taxing District revenues; a total of 18 library facilities, including branch and mini libraries, are included in the Multi-Year Capital Plan
- COR will provide \$8.45 million for park projects in FY 2002-03, a decrease of \$4.05 from the FY 2001-02 budget level; the Proposed Budget includes \$2 million for local park repairs and renovations (including \$500,000 for CBOs undertaking capital improvement projects at County parks), \$1.25 million for areawide park repairs and renovations (including \$250,000 for Crandon Park improvements), \$3 million for sewer connections (funding provided by Miami-Dade Water and Sewer Department), \$300,000 for heavy and off-road equipment serving local and countywide parks, \$150,000 for beach maintenance equipment, \$250,000 for environmental and safety improvements, and \$1.5 million for Golf Club of Miami improvements
- Park and Recreation fee adjustments include minor increases in select winter and summer golf rates consistent with other golf courses (\$59,000), admission to the Miami Metrozoo to \$11.27 for adults and \$6.57 for children (\$380,600), boat ramps (\$8,000), after school programs (\$140,000), campgrounds (\$27,500), L&P Thompson Lake (\$8,000), Redland Fruit & Spice Park (\$5,000), parking at various facilities (\$10,000), Tropical Park Equestrian Center (\$15,000), and event fees, photo and video shoots, and new programs at the Deering Estate at Cutler (\$93,500)
- *Three positions are recommended at the Miami Metrozoo to increase group sales (\$40,000)*
- *The following in the Park and Recreation Department is recommended: reduction of areas covered by lifeguards at Crandon and Haulover beaches on weekdays during fall and winter; (saving \$275,000); reduction of the level of staffing and commodities at several non-programmed facilities (saving \$400,000), and grounds maintenance will be reduced by five percent (saving \$254,000)*
- *The Park and Recreation Department will reorganize several administrative divisions, including Management and Budget, Finance, Information Technology, Contract Management, and Human Resources (saving \$197,000)*
- The Proposed Budget for Consumer Services reflects the elimination of the Communication Tax Coordinator position and the combination of two part-time positions into a Legal Advisor to achieve stability and consistency
- The Commission on Ethics and Office of Inspector General (OIG) is recommended to phase in the hiring of seven vacant positions which were funded but not filled in the current year
- *The OIG will provide oversight of the Building Department's new Permit by Affidavit Certification Program; program allows professional architects and engineers to certify by affidavit to certify by affidavit that plans review and building inspections are performed in accordance with building code requirements*
- *The OIG is developing an MOU to establish an office at the Seaport Department to provide oversight of the*

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department's Master Redevelopment Program and any other oversight requirements the Seaport requests

- *The Proposed Budget for the Independent Review Panel will reduce personnel from five employees to four employees by eliminating the Office Support Specialist position*
- *The Proposed Operating Budget recommends the centralization and coordination of general fund supported Information Technology (IT) network services and operations currently decentralized in various County departments (approximately 225 positions and \$22 million in expenses) to increase efficiencies while maintaining or improving service levels; it is projected this restructuring will yield a savings of at least \$1.5 million; the CTO and the e-Government department's operating budgets incorporate \$900,000 and \$600,000 of these savings respectively; any additional savings will be available for technology projects that increase effectiveness and efficiencies of County operations; staffing and organizational structure are under review and a detailed report will be provided before the September budget hearings*
- *The Proposed Budget for the CTO includes a reduction in telephone charges to \$8.30 from \$14.50*
- *Funding is provided in DPM for three additional positions (\$166,000); a Clerk 3 will be responsible for data entry necessary to implement the Accounts Payable module of the Advanced Purchasing Inventory Control System; a Special Projects Administrator 1 and a Procurement Contracts Officer (\$130,000) will be responsible for procuring Information Technology related goods and services; full year funding is continued for six positions approved in FY 2001-02 to support the Expedited Procurement Process and the Performing Arts Center Trust*

Note: Italicized highlights indicate adjustments to services identified in the Proposed Budget

**2002-2003 PROPOSED OPERATING BUDGET
ATTACHMENT II
ADMINISTRATIVE AND OPERATIONAL EFFICIENCIES**

The following summarizes the administrative and operational efficiency savings identified during preparation of the Proposed FY 2002-03 Budget. For FY 2001-02 these savings amount to approximately \$5.6 million in the Countywide General Fund and \$16.2 million for all funds. For FY 2002-03 the savings are estimated to be \$8.2 million in the countywide general fund and \$30.9 million for all funds. This list does not repeat \$15.3 million in efficiency savings incorporated into the proposed budget for FY 2001-02. The efficiencies listed below identify the value of the savings for both current fiscal year and next fiscal year.

- ◆ The Building Department will be amending the Unsafe Structures Ordinance in order to streamline the process and make evaluation of cases simpler; this will result in a more efficient process allowing the Building Department to process 50 percent more cases than before with no additional personnel (\$100,000)
- ◆ The Building Department is implementing a new Internet application to allow the submission of subsidiary permits; this new web service will alleviate customer traffic to the department by allowing submission of these permit applications over the web thereby reducing the overall cost per transaction by reducing staff involvement (\$500,000)
- ◆ The Building Department will initiate a review of the current energy demands and cost (with either FPL or an outside entity that performs energy audits) at the new Miami-Dade Permitting and Inspection Center in order to implement and install energy monitoring devices for most of the electrical equipment in the building; this review will provide projected savings opportunities in the future without adversely affecting the level of service in the permitting and inspection process (\$80,000)
- ◆ The Public Works department has eliminated two call-complaint takers in Administration and is sending the calls to the Call Center (\$120,000)
- ◆ The Department of Environmental Resource Management (DERM) is planning to establish a telecommuting program for ten employees that is anticipated to save office space, increase productivity, and reduce absenteeism; first year net savings are estimated at \$4,000 per employee, and the following year savings are estimated at \$7,500 per employee (\$115,000)

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ATTACHMENT II
ADMINISTRATIVE AND OPERATIONAL EFFICIENCIES**

- ◆ DERM will require ten inspectors to switch to hybrid (gasoline/electric) cars that should last longer, have a lower life cycle cost than conventional cars, particularly if gasoline prices continue to increase, and will have a 50 percent reduction in pollution emissions; the total savings are expected to be \$266,000 over the life of the ten vehicles (ten years), but no savings are expected in FY 2002-03
- ◆ DERM has added seven positions to replace more expensive contracted staff in the computer services division (\$350,000)
- ◆ The Water and Sewer Department (WASD) will begin to credit score applications for water and sewer service in order to reduce the amount from bad debt write-offs by identifying credit risks at the time they apply and adjusting their deposit amount accordingly (\$25,000)
- ◆ WASD will begin to perform the several functions in-house, instead of using outside contractors; the functions include performing wastewater computer models, paving roadways, performing calibration of gas monitoring equipment and permanent restoration of inlays for main installation (\$586,000)
- ◆ Other WASD initiatives include capitalizing on incentive rebates from FPL, replacing existing water mains using a new trenchless technology rather than the traditional open cut method, reducing the number of disposal and data entry personnel, and streamlining the field order dispatch and data entry processes (\$302,000)
- ◆ The Information Technology Department (ITD) is going to assess the utilization of currently installed software licenses for a possible reduction or redeployment of software resources (\$98,000)
- ◆ The Employee Relations Department (ERD) implemented an Interactive Voice Response system, allowing applicants to call in to get information on which positions are open for recruitment; the initiative reduces advertising costs (\$385,000)
- ◆ The Chief Information Officer (CIO) completed the Electronic Document Management System (EDMS) pilot project for ERD that saves one clerical position; a related Backfile project that involves scanning

**2002-2003 PROPOSED OPERATING BUDGET
ATTACHMENT II
ADMINISTRATIVE AND OPERATIONAL EFFICIENCIES**

paper documents to laser disk is underway with Corrections and reduces storage space requirements (\$164,000)

- ◆ The Property Appraiser's Department is continuing the Personal Property Audit that is projected to generate \$500,000 in additional revenue from the 2002 and 2003 tax rolls at an estimated cost of \$146,000 each year (\$708,000)
- ◆ The Property Appraiser's Department has eliminated five Property Appraisal Clerk positions due to efficiencies expected through implementation of the Official Records Imaging System (\$233,000)
- ◆ The Audit and Management Services Department expects to recover identified telecommunications tax payments owed to the County through their audit of telecommunications companies (\$6 million)
- ◆ The Risk Management Division of the General Services Administration (GSA) has created a unit that aggressively pursues recoveries of liability claims against the County through subrogation (\$2,000,000)
- ◆ The Parking Operations Unit of GSA has implemented a new program using validation coupons rather than allowing free parking for various agencies (\$250,000)
- ◆ The Library plans to switch to the use of industrial toilet paper rolls instead of consumer toilet paper rolls and replace the air conditioning paper filters with plastic filters (\$11,000)
- ◆ The Office of Safe Neighborhood Parks is moving to a lower cost space which will in turn increase the interest earnings by \$10,000 per year (\$20,000)
- ◆ The Seaport has been redeeming high interest debt for lower interest debt in order to reduce the balloon payment (\$132,000)
- ◆ The Park and Recreation Department will reorganize several administrative divisions, including Management and Budget, Finance, Information Technology, Contract Management, and Human Resources (\$197,000); the department will also transfer the roving security functions to the Miami-Dade

**2002-2003 PROPOSED OPERATING BUDGET
ATTACHMENT II
ADMINISTRATIVE AND OPERATIONAL EFFICIENCIES**

Police Department (MDPD) allowing for a greater level of service and a Countywide efficiency savings from a reduction of 18 positions (\$918,000)

- ◆ The Park and Recreation Department is again expected to exceed the target of the Memorandum of Understanding for operations of all of the County's marinas; the projected amount of \$500,000 per year is greater than the \$275,000 level anticipated a year ago (\$725,000)
- ◆ The Office of Management and Budget will be consolidating and automating its production of the Proposed Budget Books (\$40,000)
- ◆ The Department of Business Development will be reducing mail outs and the use of copy services due to expanded use of web-based documents and applications (\$15,000)
- ◆ The Finance Department is expecting savings due to prompt payment discounts (\$250,000); the department is also creating efficiencies and savings through the use of refinancing transactions including WASD bonds and Convention Development Tax Series 1996 and 1997 bonds (\$12.1 million)
- ◆ MDPD is continuing its participation in the Court Stand-by Program with the State Attorney's Office; this program produces recurring savings in overtime expenditures and increased operational manpower by confirming scheduled required appearances (\$1.1 million)
- ◆ The Corrections and Rehabilitation Department is expecting to achieve savings above the targeted level specified in the Food Services Budget (\$1.6 million)
- ◆ The Consumer Services Department will begin accepting chauffer registration renewal applications by mail reducing the required number of chauffeur office visits to one; will continue to revise new business application forms to eliminate the need for businesses to provide information that is already on the file, include simplified instructions, rate cards and offer bilingual (Spanish/English) versions; will continue to improve response to consumers by expanding mediation staff through the reassignment of filed enforcement officer to mediation unit and incorporate the use of handheld PCs for data collection for direct input into University of Florida accountability system and publications inventory reducing staff time

**2002-2003 PROPOSED OPERATING BUDGET
ATTACHMENT II
ADMINISTRATIVE AND OPERATIONAL EFFICIENCIES**

by two hours per week per field employees; will continue to increase the availability of classes to taxi drivers and implement code mandated limousine training without hiring an additional training by condensing the TCAP program (\$165,000)

- ◆ The Cultural Affairs Department is improving public access (including internet access) to all Council grants programs' application forms, required grant contract report forms, publication/information request forms, community contact information, calendar of events information, and economic impact data (\$126,000)
- ◆ The Department of Solid Waste Management (DSWM) is realigning the Information Services Division (IT) staff to conform with the CIO's policy of creating a utility type technology infrastructure service (\$136,000)
- ◆ DSWM proposes to begin a four year, phased program to convert three member garbage crews to one member automated collection vehicles where appropriate, which is projected to achieve a recurring operating savings of over \$10 million by the end of the FY 2005-06 or full implementation; while the program projects to reduce overall staffing by 200 full time equivalents over the next four years, no currently filled positions will be eliminated since staffing reductions will be achieved through the natural rate of attrition, the DROP Program and through transfers to vacancies in other divisions, primarily trash operations; this program is consistent with nationwide waste industry trends in both the public and private sectors; the City of Miami is the most recent South Florida municipality to convert its garbage collection to the automated route system (\$953,000)
- ◆ The Department of Procurement Management (DPM) has implemented a new program to aggressively and systematically negotiate contractual savings including sole source contracts; total negotiated savings during FY 2001-02 is \$9.8 million; this amount however, includes multi-year contractual savings; prorated savings for FY 2001-02 and FY 2002-03 are described below:
 - DPM is using ITD services for an e-Procurement contract rather than an outside IBM contract (\$475,000)

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ADMINISTRATIVE AND OPERATIONAL EFFICIENCIES**

- DPM has re-negotiated contracts including county agencies waste collection, transportation of deceased bodies, and A/C chiller maintenance, repairs, parts and inspection (\$4.088 million)
- DPM negotiated for reduced rates through the bidding process for airfield lighting and control system at MIA, police vehicles, and election voting machines (\$2.499 million)
- DPM reduced the payment for KPMG services through negotiation (\$602,000)
- ◆ The Office of Community and Economic Development, Metro-Miami Action Plan, Empowerment Trust and Urban Revitalization Task Force are coordinating and realigning activities (\$1,000,000)
- ◆ The Department of Human Services has reduced administrative and operating support (16 filled positions and 10 vacant positions) in the Elderly, Neighborhood, Employment, Youth and Family Development and Administrative Services Divisions (\$2.103 million)
- ◆ Administrative efficiencies in the Community Action Agency include a higher attrition rate and adjustments to various line items throughout the agency; the savings has been reallocated to the Head Start Program to maintain the current level of service (\$540,000)
- ◆ The Independent Review Panel will eliminate an Office Support Specialist position and utilize shared clerical resources with other small agencies (\$30,000)
- ◆ In lieu of purchasing new laptops, the Elections Department is planning to borrow 600 laptops from MDPD to be used at each polling place for the September and November 2002 elections to overcome voter problems (\$1.3 million)
- ◆ The Miami-Dade Aviation Department is eliminating 29 positions with no adverse impact on services, FAA mandates or safety and internal security requirements (\$4 million)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS

Following is a list of operational unmet needs as identified by the departments. Operational unmet needs total \$120.238 million in recurring costs and \$340.601 million in non-recurring one-time costs. These unmet needs apply to all 13 County Commission districts due to the nature of the programs. Administrative requests, including office space, have not been included in this list.

PROTECTION OF PEOPLE AND PROPERTY

Building

- Need 60 positions and appropriate technology and supplies to meet the turn-around time requested by the public and the construction industry for reworking plans (\$6.1 million recurring)
- Need to reduce the backlog of unsafe structure cases and keep the process current (19 positions, \$1.1 million recurring)
- Need to reduce the backlog and remain current on ticket violation cases concerning work without permits and/or permits not finalized (20 positions, \$1.5 million recurring)
- Need to provide additional training for permitting customers to increase the quality of plans submitted to the department, thereby reducing the number of rejections and reworks (\$391,000 recurring)
- Need to integrate the web permit submission application with the electronic plans review process extending service by allowing the submission of plans and permit application over the web (\$5 million non-recurring)

Corrections and Rehabilitation

- Need 15 additional positions to assist in the following areas: jail facility accreditation, expansion of Inmate Industries, and establishment of a monitored release day reporting center (\$600,000 recurring)
- Need to establish a 15 minute roll call for sworn personnel to exchange vital information (\$4.671 million recurring)
- Need a vehicle for background investigations, increased refrigerated food storage and dry storage space, and construction of a fitness center for employees (\$865,000 non-recurring, \$300,000 recurring)
- Need to install air-conditioner in kitchen at the Turner Guilford Knight Detention Center (\$500,000 non-recurring)
- Need to replace emergency generator (\$125,000 non-recurring)
- Need to replace generator at the Women's Detention Center (\$150,000 non-recurring)

Fire and Rescue

- Need new operations equipment such as thermal imaging cameras, hydraulic force entry tools, hand-held radios, and other gear to improve rescue and suppression capabilities and, thereby, reduce morbidity and mortality (\$1.425 million non-recurring)
- Need equipment for disaster response, a fire boat for marine rescue services, and one new air rescue replacement helicopter (\$8.6 million non-recurring)
- Need to acquire equipment to relocate fire dispatch to the headquarters building and maintain current location as a backup (\$300,000 non-recurring)
- Need to upgrade telecommunications network in older stations (\$300,000 non-recurring)

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ATTACHMENT III
OPERATING UNMET NEEDS

Judicial Administration

- Need funding to fully implement Digital Court Reporting Technology at the Richard E. Gerstein building (\$541,000 recurring)

Medical Examiner

- Need to expand morgue operations to improve services to families of the deceased and funeral homes (\$68,000 recurring)

Miami-Dade Police Department

- Need additional funding to restore the Enhanced Enforcement Initiatives (\$1 million recurring) and vehicle purchases (\$2.5 million recurring) to the same level as FY 2001-02
- Need to construct additional office space to accommodate a Vacuum Metal Deposition System (VMD) at MDPD Headquarters for the Fingerprint Identification Section (\$310,000 non-recurring)
- Need to replace existing emergency generators at the Cutler Ridge, Kendall, Northside, and Intracoastal district stations with more powerful diesel units capable of running the stations at 100 percent capacity (\$400,000 non-recurring)
- Need to upgrade electrical panels at Northside, Cutler Ridge, Kendall, and Intracoastal district stations; upgrade air-conditioner chiller and air handler units at the Northside and Kendall district stations (\$700,000 non-recurring)

Office of the Clerk

- Need 163 new full-time and conversion of 8 existing part-time positions to full time to improve assistance to customers over phone, reduce turn-around time for documents that are recorded, and improve timely data entry (\$5.22 million recurring)
- Need to develop a new computer system for Juvenile Dependency cases, separate from CJIS, that would also interface with an imaging system (\$326,000 non-recurring)
- Need to create a courtroom COPS System in Juvenile that will generate court orders on demand (\$30,000 non-recurring)
- Need additional computer hardware and software, and other application development (e-government, network expansion) (\$511,000 non-recurring)
- Need to renovate and expand customer service areas to improve service capabilities (\$25,000 non-recurring)
- Need office furniture and equipment to replace old and unsafe furniture and equipment (\$1.18 million non-recurring)

TRANSPORTATION

Miami-Dade Transit Agency

- Need to improve services by expanding existing Metrobus routes and creating new routes (\$11.4 million recurring); additional maintenance for Metrorail, Metrobus and Metromover facilities and equipment (\$10.8 million recurring) and increased safety and security (\$307,000 recurring)
- Need to provide for enhanced passenger amenities such as canopies and change machines at stations (\$1 million recurring)

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OPERATING UNMET NEEDS

Public Works

- Need to reduce response time for complaints regarding tree obstructions or safety tree trimming (\$1.083 million recurring)
- Need to purchase and replace additional heavy equipment for Road and Bridge (\$1 million non-recurring)
- Need to increase sweeping in gutters and curbs (\$1.282 million recurring)
- Need to reduce the number of complaints regarding potholes that are not addressed in a six-day timeframe (\$730,000 recurring)
- Need to eliminate backlogged street name placements and create a proactive sign maintenance program (\$755,000 recurring)
- Need to reduce the delays responding to complaints regarding traffic-related issues (\$240,000 recurring)
- Need two additional positions in the Land Development Division to aid in retrieving information from the Geographic Information System (GIS) that will be used in the public hearing at Commission meetings and when interfacing with the public (\$110,000 recurring)
- Need eight additional positions for horizontal and vertical control in the Right-of-Way Division (\$250,000 recurring)
- Need a pavement marking crew to handle emergency situations (\$175,000 recurring)
- Need staff for claims investigations for traffic-related tort actions (\$100,000 recurring)
- Need to purchase five (5) truck-mounted and fifteen (15) portable sprayers used for controlling adult mosquitoes; cover truck lift work area (\$183,000 non-recurring)

CULTURE AND RECREATION

Cultural Affairs

- Need funds for cultural grants programs and to support cultural groups (\$6.949 million recurring)
- Need additional funding for the grants programs portfolio to achieve an appropriately calibrated proportion of County funding support for the community's not-for-profit cultural service providers (optimal range for County support is between five and ten percent of grantee organizations' total annual operating budgets), and to compete effectively with the levels of County support provided by Broward County to cultural groups (\$7 million recurring)
- Need additional administrative funding to provide sufficient staff support to implement programs and services for maximum community impact and benefit (\$900,000 recurring)

Cultural Programs

- Need additional operating support for County-owned cultural facilities (\$6 million recurring)
- Need to renovate and maintain artwork in public places (\$1.452 million recurring)

Library

- Need to develop a systemwide health and medical book collection (\$30,000 non-recurring)
- Need additional on-going funding to provide funds for maintenance and repairs for existing facilities, books and materials, computer upgrades, reduced attrition, and security enhancements (0.02 mills)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
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OPERATING UNMET NEEDS

- Need on-going funding to accelerate the library expansion program to complete construction in FY 2007-08 rather than FY 2013-14 (0.04 mills)
- Need to identify funding for the renovation and expansion of existing facilities as they continue to age (\$2.5 million recurring)

Park and Recreation

- Need to expand Leisure Access Outreach Program (\$306,000 recurring)
- Need to conduct Florida Department of Law Enforcement background checks on park volunteers (\$200,000 recurring)
- Need to add coordinator for nine at-risk youth sites to work with social service agencies (\$110,000 recurring)
- Need to purchase picnic tables, grills, and trashcans for 17 parks (\$656,000 non-recurring)
- Need to expand senior citizen programming at four parks (\$182,000 recurring)
- Need to expand eco-tourism services (\$85,000 recurring)
- Need to increase hours of operations at six pools and parks (\$793,000 recurring)
- Need to increase staff to support service delivery in various facilities (\$384,000 recurring)
- Need to hire a public affairs coordinator and increase funding to cover special events expenses (\$130,000 recurring)
- Need to increase natural areas maintenance for fire management as part of exotic control (\$265,000 recurring)
- Need to increase maintenance staff at two facilities (\$142,000 recurring)
- Need to implement Learn to Swim initiative (\$599,000 recurring)
- Need to increase days of operation for seven seasonal pools (\$111,000 recurring)
- Need to increase level of beach maintenance (\$147,000 recurring)
- Need to increase grounds maintenance (\$254,000 recurring)
- Need to expand lifeguard coverage at Crandon and Haulover beaches on weekdays during fall and winter months (\$275,000 recurring)
- Need to increase budget division support for capital budget coordination and reporting (\$41,000 recurring)
- Need to increase maintenance staff for building, grounds, and fire management (\$408,000 recurring)
- Need to perform consultant study on structure of stadium (\$350,000 non-recurring)
- Need to update Recreation and Open Space Master Plan to guide service delivery (\$350,000 non-recurring)
- Need to increase part-time staff for summer camps and afterschool programs to provide a greater level of service (\$1.29 million recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS

PHYSICAL ENVIRONMENT

Environmental Resources Management

- Need funding to complete back file conversion which will improve operating permits and plans review processing (\$5 million non-recurring)

HEALTH AND HUMAN SERVICES

Community Action Agency

- Need 25 permanent substitute teachers to accommodate absenteeism and be in compliance with licensing requirements (\$266,000 recurring)
- Need to expand the number of Head Start days from 175 to 180 (\$950,000 recurring)
- Need 41 additional Head Start social workers to increase response and follow-up capabilities (\$1.5 million recurring)
- Need to provide 150 low-income households on the waiting list with weatherization services (\$270,000 recurring)
- Need Internet access and software for social workers (\$30,000 non-recurring, \$3,000 recurring)
- Need to eliminate waiting list for participants to enroll as participants in the Senior Employment Program (\$862,000 recurring)

Community and Economic Development

- Need increased funding to provide for development of affordable housing throughout the Empowerment Zone (\$5 million recurring)
- Need increased program dollars to fund business corridor improvements in the Empowerment Zone (\$1 million recurring)

Homeless Trust

- Need to close the gap between existing housing and needs in the community, specifically 644 emergency beds (\$4.7 million recurring, \$9.6 million non-recurring), 2,080 transitional beds (\$20.8 million recurring, \$41.6 million non-recurring) and 1,657 permanent supported housing beds (\$5.9 million recurring, \$49.7 million non-recurring)

Human Services

- Need to expand outreach services in the west Miami-Dade area where there is a demand of 60 referrals per month, a working list of 70, and over 400 families in immediate need of services (\$383,000 recurring)
- Need to increase the contract rate for boarding homes to \$19.73 per day for 409 clients (\$75,000 recurring)
- Need to increase the availability of direct delinquency prevention services for 2,000 youth being diverted from the Juvenile Justice System (\$510,000 recurring)
- Need to serve an additional 180 families through family preservation and reunification services (\$160,000 recurring)
- Need to develop intensive in-home family counseling services for 500 families in crisis due to family violence, substance abuse, or serious mental health issues (\$275,000 recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS

- Need to reduce the waiting list for home care services for approximately 900 elderly and younger disabled adults (\$2.285 million recurring)
- Need to replace 16 buses serving 2,000 elderly persons in the Human Services transportation program (\$1.840 million non-recurring)
- Need substance abuse treatment services for adolescents and low-end outpatient treatment services for adults in the criminal justice system (\$2.2 million recurring)
- Need to increase the average amount of general assistance rental payments to evicted tenants seeking to find appropriate housing by \$360 per month to an average of 600 clients per month (\$3.2 million recurring)
- Need to reduce response time to Equal Opportunity Board complaints to 30 days from current 90 and to reduce case load from 120 cases per person to standard of 60 (\$385,000 recurring)
- Need to increase services to elderly and frail population as outlined by the Elderly Services Task Force, including adult day care, retired senior volunteer program and care planning unit (\$378,000 recurring)
- Need to expand parenting classes, gender-based services to male offenders, and transportation services to people in crime prevention programs (\$247,000 recurring)
- Need to fully computerize the Department of Human Services (\$1.141 million non-recurring); replace air-conditioner at Disability Services and Independent Living (\$43,000 non-recurring); replace tile in the lobby and restrooms and carpet in the high traffic areas (\$16,000 non-recurring); paint interior of the facility and upgrade parking lot (\$215,000 non-recurring); replace air-conditioner in 22 cottages; storm shutters in 21 cottages; and pave parking lot (\$63,000 non-recurring); paint the exterior of the facility located at 825 W. Palm Dr. (\$28,000 non-recurring); replace carpet portion of the Parkway Facility (\$75,000 non-recurring); remove asbestos in cottages and administration building (\$375,000 non-recurring); replace telephone system (\$186,000 non-recurring); purchase and install a 20 x 20 air-conditioned storage shed with wall and center aisle shelving (\$28,000 non-recurring); replace carpet and tile in high traffic areas (\$25,000 non-recurring); undertake preventive maintenance for air-conditioners and electrical fixtures at 60 Human Services facilities (\$156,000 non-recurring); install carpeting and structural renovations (\$300,000 non-recurring); replace telephone system, install wrought iron fence, and upgrade parking lot at 1897 N.W. 20 Street (\$195,000 non-recurring)

Metro-Miami Action Plan

- Need to increase economic development activities, including international trade, by increasing economic development, commercial, and capital program funds (\$10 million recurring)

Miami-Dade Housing Agency

- Need loan funds for affordable housing units to meet the requests that are turned down each year due to lack of funding (\$40 million non-recurring)

Urban Economic Revitalization Task Force

- Need to increase economic revitalization potential in the County's targeted urban areas through additional research and business analysis (\$350,000 recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS

GENERAL GOVERNMENT

Consumer Services

- Need an Urban service center to better meet the needs of communities and neighborhood (\$1.5 million non-recurring, \$75,000 recurring)
- Need a generator for the agricultural center, used to hold numerous meetings affecting the community including post-disaster recovery for agriculture (\$80,000 non-recurring, \$8,000 recurring)
- Need an updated database to allow for increased tracking, e-government capabilities, imaging and remote field devices for enforcement officers (\$1.825 million non-recurring)

Elections

- Need to replace the microfilm system to electronically store and retrieve registration, election and candidate documents (no cost estimate at this time)
- Need to better inform voters on the contents of the ballot by mailing sample ballots rather than publishing in newspapers (\$300,000 recurring per countywide election)
- Need to increase pollworker pay to attract additional personnel to conduct elections (\$87,000 recurring per election)

Independent Review Panel

- Need clerical support to meet workload demands (\$30,000 recurring)

Planning and Zoning

- Need implementation and continuation of the departmental Strategic Plan (\$186,000 recurring)
- Need public dissemination of Comprehensive Development Master Plan (CDMP) Economic Element data which consists of a labor force assessment according to educational levels and occupational mix, and a needs analysis to match occupational skills with preferred industries; this will allow for a better picture of the type of labor force training and skill development required to restructure Miami-Dade's economy (\$75,000 non-recurring)
- Need funding for technology projects including back file conversion of zoning hearing records from 1974 to 1938 (\$1 million non-recurring), Zoning Resolution GIS layer (\$200,000 non-recurring), and zoning hearing workflow automation (\$500,000 non-recurring)

Property Appraisal

- Need to allow property owners to electronically file the annual personal property tax return (DR-405) and therefore reduce the processing time of returns that will allow a reduction in staff needs or a shifting of personnel resources to the appraisal side of the process (\$300,000 non-recurring)
- Need imaging of personal property returns not filed electronically which will allow electronic processing thereafter (\$300,000 non-recurring)
- Need field computers for personal property to reduction of paper handling and a potential for reduction or shifting of staff resources (\$50,000 non-recurring)
- Need auditing staff for personal property to allow for in-depth auditing of accounts missing return files (\$200,000 non-recurring, \$200,000 recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS

Team Metro

- Need technological initiatives such as wireless handheld computers for compliance officers to enhance productivity, decision making and to reduce clerical support (\$400,000 non-recurring, \$50,000 recurring)
- Need to provide increased code enforcement on Sundays (\$50,000 recurring)
- Need to focus on citizens education and employee training (\$108,000 recurring)
- Need to increase promotional advertising and marketing efforts (\$51,000 recurring)
- Need to educate County citizens by developing educational materials, increasing circulation of existing printed materials and conduct educational forums (\$91,000 recurring)

INTERNAL SUPPORT

Business Development

- Need increased staffing to provide increased support to internal operations for better service delivery (\$199,000 recurring)
- Need Data Tracking software to provide quality vendor performance information as well as lessen challenges to findings of non-compliance (\$500,000 recurring)

Chief Information Officer

- Need funding for projects to guide the County toward an "e-Government" operation that will improve internal processes and make it easier for citizens to access information and transact business with the County (\$5.85 million non-recurring)
- Need funding of \$32.4 million per year for five years to convert critical mainframe databases and programs such as the payroll system, the Criminal Justice Information System, the Traffic Information System, the Inmate Profile (jail detention) system, the Building Permitting system, the Property Appraisal system, and the Tax Collector System from the current structure using the integrated data management system (IDMS) to newer, more universal formats; it is expected that IDMS database structures will no longer be supported by the vendor in the next four to five years; conversion of these programs to new industry standard database formats requires the re-write of over 13 million lines of computer code and purchase of supporting hardware (\$162 million non-recurring)

Chief Technology Officer

- The Richmond drive radio tower has been condemned, and must be rebuilt; tower supports both the 800mhz and UHF radio systems and is therefore essential for the protection of life and property in the County; estimated funding required (\$5 million non-recurring)
- Need to redesign existing computer room to relocate and separate computer equipment to conform to audit security guidelines limiting access (\$1.5 million non-recurring)
- Implementation of fraud security equipment in the County's PBX's is needed to avoid fraudulent toll calls from outside hackers (\$275,000 non-recurring)

e-Government Department

- Need funding for application support including FAMIS/ADPICS/GUI/IDMS rewrite of DELPHI IV platform to Oracle, payroll maintenance and testing, and Resumix (\$237,000 recurring; \$122,000 non-recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS

- Need to provide funding for information technology improvement projects to improve internal processes and make it easier for citizens to access information and transact business with the County (\$162,000 non-recurring)

General Service Administration

- Need to establish a building maintenance program to preserve the value and utility of physical plant (\$6 million non-recurring)
- Need adequate funding for all general fund type activities such as capital inventory, interoffice mail, building support, including security and janitorial (\$11.556 million recurring)

Procurement Management

- Need additional procurement staff in order to reduce processing time, decrease contract extensions and enhance customer services to vendors and user departments (\$419,000 recurring)

**2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
OPERATING UNMET NEEDS**

SUMMARY OF OPERATIONAL UNMET NEEDS

PROTECTION OF PEOPLE AND PROPERTY

(\$8.720 million recurring, \$3.482 million non-recurring)

TRANSPORTATION

(\$28.232 million recurring, \$1.183 million non-recurring)

CULTURE AND RECREATION

(\$8.222 million recurring, \$1.386 million non-recurring)

PHYSICAL ENVIRONMENT

(\$0 million recurring, \$5 million non-recurring)

HEALTH AND HUMAN SERVICES

(\$61.699 million recurring, \$145.616 million non-recurring)

GENERAL GOVERNMENT

(\$1.153 million recurring, \$3.025 million non-recurring)

INTERNAL SUPPORT

(\$12.212 million recurring, \$180.909 million non-recurring)

TOTAL OPERATING

(\$120.238 million recurring, \$340.601 million non-recurring)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
CAPITAL UNMET NEEDS

Unmet needs for capital, infrastructure, and equipment total \$5.543 billion and are summarized as follows below. Additional details, including location and County Commission District of each project, are included in the Unfunded Projects section of the FY 2002-03 Proposed Budget and Multi-Year Capital Plan.

Americans with Disabilities Act Improvements (capital costs \$9.075 million)

- Modification of County parks and facilities to provide access for people with disabilities

Animal Services Facilities (capital costs \$6.672 million, \$1.018 million recurring, \$1.05 million non-recurring)

- Construction of satellite facilities in south Miami-Dade and additional kennel facilities

Bus and Rail Improvements (capital costs of at least \$2.129 billion, recurring/start-up costs to be determined)

- Includes among others, rehabilitation of Metrorail and Metromover Stations and major renovations of bus facilities (\$124.06 million)
- Mass transit service along the Kendall Corridor (\$600 million) and Northeast Corridor (\$450 million)
- Fixed guideway system, including a multi-modal center near Miami International Airport, a Seaport auto tunnel and road improvements (\$759.637 million)
- Metrorail extension from the Earlington Heights Metrorail Station to the Miami Intermodal Center at the Miami International Airport (\$171 million)

Corrections Facilities and Equipment (capital costs \$383.084 million, \$115.75 million recurring, \$21.25 million non-recurring)

- Includes among others, construction of a new jail facility with 4,500 beds and related support facilities; renovation of the Pre-Trial Detention Center and the Training and Treatment Center (Stockade) and major renovations at the Turner Guilford Knight Detention Center, and the North Dade Detention Center
- Construction of an offsite video visiting facility (\$3.7 million)

Court Facilities (capital costs \$161.827 million, recurring/start-up costs to be determined)

- Includes among others, a new 379,000 square foot criminal court building, including 17 additional courtrooms and related parking (\$126.243 million)
- Acquisition or construction of a regional court facility to serve the growing population of west Miami-Dade (\$10.5 million)
- Pedestrian walkways connecting buildings in the Justice Center to each other and Metrorail (\$10.815 million)
- Improvements to existing facilities (\$8.269 million)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
CAPITAL UNMET NEEDS

Cultural Facilities (capital costs \$442.239 million, recurring/start-up costs to be determined)

- Includes among others, a new 265,000 square foot Science Center of the Americas facility (\$250 million)
- New facilities for Miami Art Museum (\$100 million)
- New facilities for Historical Museum of Southern Florida (\$16 million)
- Restoration of the Farm Village, museum, and palace at Vizcaya (\$19.250 million)

Fire and Rescue Facilities and Equipment (capital costs \$89.800 million, \$7.36 million recurring)

- Includes among others, 14 new fire rescue facilities to improve the response time within the urban development boundary (\$28 million); training towers in north and south Miami-Dade (\$8 million)
- Replacement of stations 5, 10, 19, 20, 22, 27, 33, 35, and 41, due to deteriorating and substandard conditions (\$19.1 million)

General Support Facilities (capital costs \$85.458 million, at least \$550,000 recurring, \$2.01 million non-recurring)

- Renovation and modernization of County multi-use and support facilities and replacement or repair of existing equipment (\$53 million)
- Acquisition or expansion of existing warehouse, maintenance and support facilities to adequately meet current and future demands (\$12.212 million)
- Acquisition or construction of multi-purpose service facilities in west and north Miami-Dade (\$18.746 million)

Head Start Facilities (capital costs \$5.475 million, \$920,000 recurring, \$403,000 non-recurring)

- Regional Head Start facility in central Miami-Dade (\$3.525 million)
- Replacement of deteriorated modular classroom units at various Head Start locations (\$1.950 million)

Homeless Facilities (capital costs \$103.530 million)

- Expansion of the inventory of permanent housing, emergency housing, and transitional housing through acquisition, rehabilitation, or new construction to meet the goals of the Miami-Dade County Homeless Plan

Human Services Facilities (capital costs \$30.537 million, \$1.662 million recurring, \$207,000 non-recurring)

- Includes among others, construction of new neighborhood service centers, multi-purpose facilities and a child care center; renovation and modernization of existing facilities including neighborhood service centers, adult day care centers, community centers, and victims' centers

Infrastructure Improvements (capital costs \$766.764 million)

- Includes among others, construction of new sidewalks and repairs to existing sidewalks, stormwater drainage improvements, sanitary sewer connections, road resurfacing; repair of bike paths and pedestrian paths; replacement of faded pavement markings
- Includes \$281.414 million of improvement needs in Community Development Block Grant focus and study areas and other low-income areas

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
CAPITAL UNMET NEEDS

Library Facilities (capital costs \$26.150 million, \$3.630 million recurring)

- Construction of five new 1,500 square foot library facilities and the purchase of related books and materials in underserved areas

Mosquito Control Facility Improvements and Equipment (capital costs \$1.775 million)

- Renovation of facility to modernize offices (\$650,000); and construction of an insecticide storage facility (\$125,000)
- Acquisition of a twin engine turbine-powered helicopter and insecticide application equipment for aerial spraying to control adult mosquitoes (\$1 million)

Park and Recreation Facilities (capital costs \$775.683 million, recurring/start-up costs to be determined)

- Includes among others, acquisition of land for new parks and related development
- Development of new and existing parks, including trails, natural areas, marinas, recreation centers, landscaped open spaces, security lighting and signage, renovation of buildings, acquisition of tot lots, improvement of ballfields and courts, improvement of pathways, access control, and landscaping

Police Facilities and Equipment (capital costs \$16.293 million, \$20,000 recurring, \$260,000 non-recurring)

- Includes among others, a 31,000 square foot facility to house training operations (\$7 million)
- A site for detonation of explosive devices and neutralization of volatile chemicals (\$500,000)
- A 6,100 square foot canine/equine training and office facility including horse pasture, equine stable and care area, canine training and boarding area, and parking and training circle (\$1.1 million)

Public Housing Facilities Improvements (capital costs \$127.282 million)

- Includes among others, construction of an office building to consolidate administrative and direct service functions in one central location and improvement of direct and indirect services to the low-income residents of the public housing developments and the general public (\$20 million)
- Renovation and modernization of existing public housing properties, including security improvements and installation of shutters (\$63.587 million)

Seaport Facilities Improvements (capital costs \$381.647 million)

- Includes among others, acquisition of yard and container cranes (\$8 million)
- Acquisition of land, design and construction of new passenger terminals and cruise berths off-Port (\$90 million)
- Completion of study and dredging of port channels (\$45 million)

**2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
CAPITAL UNMET NEEDS**

SUMMARY OF CAPITAL UNMET NEEDS

AMERICANS WITH DISABILITIES ACT IMPROVEMENTS

(capital costs \$9.075 million)

ANIMAL SERVICES FACILITIES

(capital costs \$6.672 million, \$1.018 million recurring, \$1.05 million non-recurring)

BUS AND RAIL IMPROVEMENTS

(capital costs of at least \$2.139 billion, recurring/start-up costs to be determined)

CORRECTIONS FACILITIES AND EQUIPMENT

(capital costs \$383.084 million, \$115.75 million recurring, \$21.25 million non-recurring)

COURT FACILITIES

(capital costs \$161.827 million, recurring/start-up costs to be determined)

CULTURAL FACILITIES

(capital costs \$442.239 million, recurring/start-up costs to be determined)

FIRE AND RESCUE FACILITIES AND EQUIPMENT

(capital costs \$89.800 million, \$7.36 million recurring)

GENERAL SUPPORT FACILITIES

(capital costs \$85.458 million, at least \$550,000 recurring, \$2.01 million non-recurring)

HEAD START FACILITIES

(capital costs \$5.475 million, \$920,000 recurring, \$403,000 non-recurring)

HOMELESS FACILITIES

(capital costs \$103.530 million)

HUMAN SERVICES FACILITIES

(capital costs \$30.537 million, \$1.662 million recurring, \$207,000 non-recurring)

INFRASTRUCTURE IMPROVEMENTS

(capital costs \$766.764 million)

LIBRARY FACILITIES

(capital costs \$26.150 million, \$3.630 million recurring)

MOSQUITO CONTROL FACILITY IMPROVEMENTS AND EQUIPMENT

(capital costs \$1.775 million)

PARK AND RECREATION FACILITIES

(capital costs \$775.683 million, recurring/start-up costs to be determined)

POLICE FACILITIES AND EQUIPMENT

(capital costs \$16.293 million, \$20,000 recurring, \$260,000 non-recurring)

PUBLIC HOUSING FACILITIES IMPROVEMENTS

(capital costs \$127.282 million)

SEAPORT FACILITIES IMPROVEMENTS

(capital costs \$381.647 million)

TOTAL CAPITAL \$5.543 BILLION